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THE LITTLE DEMOCRACY

THE LITTLE DEMOCRACY

A TEXT-BOOK ON
COMMUNITY ORGANIZATION

BY

IDA CLYDE CLARKE
AUTHOR OF "AMERICAN WOMEN AND THE WORLD WAR," ETC.

WITH INTRODUCTION BY
P. P. CLAXTON
U. S. COMMISSIONER OF EDUCATION

D. APPLETON AND COMPANY
NEW YORK LONDON
1918

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To My Father

CHARLES WILLIAM GALLAGHER

WHO ESTABLISHED IN HIS HOME
THE FIRST "LITTLE DEMOCRACY"
I EVER KNEW

I INSCRIBE THIS BOOK

331513

"Every school district should be a little democracy, and the schoolhouse the Community Capitol."

P. P. CLAXTON,
U. S. Commissioner of Education.

AUTHOR'S PREFACE

THE Community Center movement in America has been slowly but steadily gaining momentum for a number of years, but it took a state of war to turn into a single channel the full power of every organized effort in that direction. Very early in the war there came a realization that the 50,000,000 civilian population could render more effective service through group organizations. This became apparent to me through the thousands of letters I received, as Washington Editor of *Pictorial Review,* and in response to a wide demand for information on community organization I wrote for the magazine a series of articles on this subject. I searched the country for concrete examples of successful community organization, as few experiments had been made on a large scale and facts of practical value were difficult to secure. While these articles were running in the magazine a great driving force was injected into the community work; the Government, through the Council of National Defense, the United States Bureau of Education, and the Woman's Committee of the Council of National Defense, inaugurated a nation-wide campaign in the interest of community organization.

AUTHOR'S PREFACE

For years the United States Department of Agı ture has been directing highly successful coöper work among people of the rural districts. I made no attempt to cover this in detail, but have lined the work in a few of its phases in the hope interest may be stimulated and that a wider use be made of the vast amount of valuable materi the subject that is at all times available at W ington.

The book does not pretend to present any vie may personally have on the methods of commu organization; I am not an expert but a student, therefore I have merely tried to present, in lo sequence and in convenient and condensed form, views of experts in various lines of community for the benefit of other students of this impo subject.

The book would not have been possible except the generous and enthusiastic assistance of Dr. H E. Jackson, Expert in Community Work of the Ur States Bureau of Eduation. I am also indebte Mr. O. B. Martin, and to other officials of the S Relations Service of the United States Departı of Agriculture, for guidance in the selection of b tins from which the material on rural communit ganization has been taken.

IDA CLYDE CLARK

Washington, D. C.

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INTRODUCTION

PIONEER life in America with its broad marches, long lines of frontier, sparse population and limited means of intercourse, stimulated independence and called for individual effort. To an extent unknown elsewhere in the modern world it fostered the spirit of self-reliance and the power of individual initiative, which for a century and a half have been the most characteristic features of the American people and have contributed most to our strength and our unprecedented attainments. But increase in population and wealth, scientific knowledge and modern methods of industry and means of travel and intercourse demand organization and coöperation and turn individualism from strength into weakness. Things that were formerly of interest only to the individual or the family now concern vitally the entire community and local community interests extend to municipality, county, State and Nation. With all this have come also a large extension of the spirit of democracy and a tendency to depend on the people for initiative and final decision in many things that formerly would have been left to their representatives in legislative bodies. Public opinion and popular sentiment become constantly more pervasive and more powerful. For the safety

and welfare of the people and of the country opinion must be intelligent and enlightened an ular sentiment must be free from the corrupt self-seeking and narrow partisanship and sect ism. The need for developing and uniting th strength of the Nation for success in the great which we are engaged, not for self-aggrandizeme for the freedom of the world, has given a s impulse toward national organization and has that this can never be made effective except th community organization. We see now more c than ever before that the strength of a nation lik depends on the developed strength of all of it stituent units and that a democracy must be al all its parts. For the welfare and safety of the ocratic republic every final local community unit must be intelligent, virtuous and united for the good. In these local communities the people come together on terms of democratic equalit mutual instruction in regard to all things of co interest to them as members of these local com ties and as members of the larger communiti municipality, county, State and Nation. Here they must learn to coöperate in production, exc and consumption for the protection of life, the motion of health, the education of themselves their children, and for all those things which c had only in common and obtained only by u effort.

In response to an increasing consciousness o

need for such organization and coöperation many agencies are at work and many persons are attempting to set forth the principles and methods necessary for success. *The Little Democracy*, by Ida Clyde Clarke, summarizes quite fully and effectively the best that has been done and will be welcomed by the rapidly increasing and already large number of people interested in various forms of community organization and coöperation.

P. P. CLAXTON.

Washington, D. C.

THE LITTLE DEMOCRACY

CHAPTER I

THE COMMUNITY CENTER MOVEMENT

THE Government of the United States has asked that every community in America, in town and countryside, organize itself into a "little democracy," to the end that we may more quickly achieve that world-wide democracy which is our ideal, and in defense of which we have pledged to fight with all the resources at our command. The Council of National Defense and the United States Bureau of Education have coöperated in a campaign in the interest of organizing a "Community Council" in every school district, in every state in the Union, and the Woman's Committee of the Council of National Defense has put forth its best efforts in support of the plan. President

Wilson stated, succinctly and forcibly whole purpose of this plan in his letter t chairmen of the State Councils of De when he said:

"Your state, in extending its nationa fense organization by the creation of Co nity Councils, is in my opinion making a vance of vital significance. It will, I be result, when thoroughly carried out, in we the nation together as no nation of great has ever been welded before. It will bui from the bottom an understanding and sy thy and unity of purpose and effort whicl no doubt have an immediate and decisive upon our great undertaking. You will fi I think, not so much a new task as a un tion of existing efforts, a fusion of ene now too much scattered and at times some confused, into one harmonious and eff power. It is only by extending your orga tion to small communities that every ci of the State can be reached and touched the inspiration of the common cause. schoolhouse has been suggested as an though not essential center for your local cil. It symbolizes one of the first fruits of

an organization, namely, the spreading of the realization of the great truth that it is each one of us as an individual citizen upon whom rests the ultimate responsibility. Through this great new organization we will express with added emphasis our will to win and our confidence in the utter righteousness of our purpose."

As President Wilson has suggested we are not asked to contemplate any new ideas, for the Community Movement is almost world-old. We find it among the Christians in the catacombs; in the guilds of medieval times; in the group organization of the Artel and the Mir in Russia; in the social center work everywhere; in the broadly conceived playground movement; in our modern system of education. In these and many ways we find the old ideal struggling to express itself, until now, when the very bulwarks of our civilization seem threatened, the cruel and costly demands of war have thrown into the limelight the one instrument, ready made to our hand that can "weld the nation together as no nation of great size has ever been welded before." There

are many who believe with John Collier "In Russia today these Community Ce thousands of years old, are being welded organization along modern lines, and that Russia, Imperial Russia, the Russia which fight great wars, and not only military the Russia which will yet blossom as the glorious of all the flowers of national life roots of that Russia will be living roots ing out of a folk life, a local community comparable in fairly close detail to the meetings and to the Community Center America today." And who doubts that o the Community Center movement as it is presented to us today there will come a unified America and a wider application o democratic principle for which the mos lightened nations of the world have s their all.

The Neighborhood the Unit.—America i sum total of thousands upon thousand neighborhoods, and therefore the neighbor is the logical unit of the Community C organization. The labors of the educato

the statesman are more conspicuous but not more important than the labors of the community organizer, for no patriotic work can rival in value that of the group of people who steadily build toward a common consciousness, a common purpose, and a common devotion. Thousands of organizations, based on altruistic principles and founded and grounded in a desire to serve humanity, sprang up and died before they developed definitely in the consciousness of the people the realization that it is necessary to get at the first unit, to reach people in their original habitat, to deal with fundamentals, before we can hope to have a national mind, to think nationally, and to feel nationally. Dr. Graham Taylor has said:

"I don't know what is coming with sufficient centrifugal force to drive us together, but I believe we never can be driven together except in these neighborhood units; the city is made up of its neighborhoods, and can be no stronger than its neighborhood power. Whatever comes the state and the nation will be stronger

when the local communities shall be linke
gether."

Has the war furnished the centrifugal f
that is to drive us together? Will the Con
nity Center Movement, started in many v
and in many places, gain the needed impe
now that the full power of the United St
Government has been turned on? The ans
remains with every community in Ameri
with every man, woman and child in these c
munities.

Dr. Shailer Mathews says:

"Democracy in the eighteenth century
essentially a fight to get rights that somel
else had that we thought we ought to h
It was a great and a tremendous struggle
rights. Under the conception of certain
losophies men thought that democracy wa
sort of replevin of stolen rights. But as
have gone on during these hundred years th
has grown up this tremendous and wonde
conception complementary to the struggle
get rights, namely, the great conception
we must give other people rights, and the w

justice, and to give justice has come to be a bigger and more appealing ideal than to get rights."

And this is the ideal, this is the variety of democracy that can live and flourish in the soil of the Community Center.

The School as the Center.—If the neighborhood is the logical unit of organization for a real democracy, it seems almost obvious that the public school is the logical center. The United States Government has invested in the Public School system the impressive sum of $1,347,000,000, a fact which undoubtedly justifies the wider use of the public school buildings —the use of them all the year through and the use of them by adults as well as by children. There has been during recent years a marked and growing tendency for the public school to develop into a house of the people to be used by them, for mutual aid in self-development. This idea is at the very heart of the Community Center movement and it is the touchstone of its value for the national welfare.

The schoolhouse is the logical center fo community organization because schoolhc are the property of the people and bec they are conveniently distributed in every tion of the country. President Wilson's nouncement on this subject is full of rin truths. He said:

"A vision of the meaning of democ opens before us when we conceive of citi going to school to one another in the com schoolhouses to understand and answer pı questions, as hitherto only representative the citizens (in legislatures) have gone school to one another in the buildings prov for them.

"When we make this use of these build that belong to all of us, that stand read every neighborhood in America, we are re ering in a very practical way the institu which freemen have always and everywl held fundamental—the institution of com counsel and mutual comprehension. In restoration of the ancient equipment and p tice of freemen, we are meeting a vital ı of our new and complex age. We are ansı

ing the necessity that a simple means be found whereby, by an interchange of points of view, men of differing private interests and opinions may get together upon the common ground of public responsibility; the necessity, which is made acute by the fact that the process of modern industry, the process of modern politics, the whole process of modern life is a process from which we must exclude misunderstandings.

"If there is, anywhere in the United States, a person who objects to this use of the otherwise-idle public buildings for frank, orderly, all-sided consideration of the facts regarding matters of general concern, you may be reasonably sure that there is being concealed behind that person something which particularly needs to be looked into. Nothing that ought to be kept will be hurt by the fair and thorough discussion of citizens in neighborhood assembly.

"The spread and growth of this movement by which schoolhouses, instead of less worthy places, are coming to be used as voting centers, and by which these appropriate buildings are being opened to serve, not the children only, but all the people of their communities, must encourage and challenge to coöperation every

man and woman who shares the spirit of Ar
ica and appreciates the immediate and prim
importance of visualizing the common in
est." With rare eloquence and convin
logic Dr. Philander P. Claxton, United St
Commissioner of Education, has stated
views on the subject of the schoolhouse as
capitol of the "Little Democracy."

"To make more valuable to the people th
things from which the people are accusto
to derive value [says Dr. Claxton] has v
appropriately been said to be the prime b
ness of legislators. That the schoolho
whose value to the people is already great, r
become still more valuable to them, is the p
pose of the community organization movem
A great democracy like ours, extending o
three and one-half million square miles of
ritory and including more than one hund
million people, must be alive, intelligent,
virtuous in all its parts; every unit of it m
be democratic. The ultimate unit in ev
State, Territory and possession of the Uni
States is the school district; every school
trict should therefore be a little democr
and the schoolhouse should be the commu
capitol; here the people should meet to disc

among themselves their common interests and to devise methods of helpful coöperation. It should also be the social center of the community, where all the people come together in a neighborly way on terms of democratic equality, learn to know each other, and extend and enrich their community sympathies.

"To this purpose the schoolhouse is especially fitted; it is non-sectarian and non-partisan; the property of no individual, group or clique, but the common property of all; the one place in every community where all have equal rights and are equally at home. The schoolhouse is also made sacred to every family and the community as a whole by the fact that it is the home of their children and the training place of future citizens; here all members of the community may appropriately send themselves to school to each other and learn from each other of all things pertaining to the life of the local community, the State, the Nation, and the world. The appropriation of the schoolhouse for community uses has well been called a master-stroke of a new democracy.

"These facts are not new, but the emphasis on their importance is new and amounts to a new discovery. The Nation's immediate need

to mobilize the sentiments of the people
to make available the material resources
directed special attention to the schoolh
as an effective agency ready-made to its l
for this purpose. The National importan
this new discovery is evidenced by the fact
the Council of National Defense has pla
a nation-wide movement to organize the sc
districts of the United States as a mean
bringing to the people information in re
to the immediate needs of the nation and
ating and unifying sentiment for the Nati
defense. In order that this organization
be made most effective and be made perma
the Council expressed a desire to coöpe
with the Bureau of Education."

Basic Principles of Community Movemen
The Community Center Movement does not
merely to increased efficiency measured by
standards of the factory and machine indu
"Human beings," said John Collier, Presi
of the National Community Center Associa
"are not to be dealt with as if they were
sive material, like iron ore or cotton thr
which can be taken and put in a machine

hammered or woven and put through specialized processes and turned out at the end a finished product. Unconsciously we have modeled our governmental efficiency on the efficiency which has characterized the nineteenth century, which is the efficient production of wealth, of goods; and of course goods have no memories, no hopes, no rights, no souls. See those highly complicated welfare activities threading their way among the people; see the unconsciousness of the people as they are being operated upon by the truant officer, by employment agent, by protective devices of one kind or another; see their unconsciousness as they are touched here and touched there by these highly efficient and highly specialized ministrations of government, and see if the picture of the people as being mere passive material does not hold good. The people are not conscious of what the government is aiming at. The development of our centralized welfare work in government and private social service is being carried out on the machine patterns, and we must discover some way by which to bring all these purposes

of government to bear on the personali
the common man, which means all of us.
must discover some way to enlist a passi
and continuous personal response from th
dividual so that he will, as he alone ca
shape himself through coöperating in the
mon purpose."

The Community Center Movement see
answer this need, for its underlying pu
is to bring the mass of people into day-b
working relations with constructive opera
of the government. This of course establ
a very important relation between the
munity Center and the whole problem of
ernment. The Community Center propose
the people should govern themselves; it as
that there are vast stores of unreleased e
in every neighborhood; and that the orga
tion of the neighborhood is the power that
to release these energies to the interest o
whole of society.

The Glorified Mill-Pond.—But back o
Community Center Movement there is
thing more—something that lies at the ba

every fundamental. It is something spiritually deeper than these things that are translatable into words, something that may be realized but never comprehended by the finite mind. In Hopedale, Mass., there was an ugly mill pond, a bare, bulrush-shored, mucky stretch of bog and water that nestled up close to the heart of the town. But the community organized, and someone saw the possibilities of that dingy morass. The lakelet was drained, dead trees removed, boulders blasted, and God's own trees and flowers were given a chance to grow in their own way. The sermon of the mill pond and the spiritual conception back of every sincerely planned Community Movement is expressed in one sentence at the end of the story of the transformed mill pond; it is this: "*The whole morale of the village is raised and transfigured by Hopedale's glorified mill pond.*"

Existing Organizations.—However glorious the future of the Community Movement may be the debt it owes to the work of previously existing organizations will never be forgotten, nor will any dazzling success of the future

obliterate the successes of the past, whe
neer workers, catching the vision, stru
through the darkness of half-awakened
opinion and laid the foundation stones
which we to-day are building. The Am
Civic Association was a result of a reali
that size in the building of our cities, wi
coördination, in a spirit of beauty and u
ness, was a menace rather than an
Among the subjects seriously studied a
telligently dealt with by this association
it was organized more than a dozen year
are the community drama, the use o
schools as Community Centers, gover
city planning and park development, bill
and noise nuisance, good roads, country
tecture, national parks and better home
wage earners. The contribution of this
ciation to the general welfare of the co
cannot be overestimated, and to those s
ically interested in these and other civic
tions its work is cordially commended
President Wilson has said, "War must n
stroy our civic efficiency." The organi

has headquarters at Washington, D. C. The National Community Center Association concerns itself, as its name implies, with the problems of community organization, and is doing a splendid work. The national headquarters are at 123 Madison Street, Chicago. The National Playground-Recreation Association of America has done such broadly valuable work that its activities have been linked up with the Commission on Training Camp Activities, in connection with which it is doing much constructive war work. These and other organizations have been too conspicuously successful not to be mentioned here, and each of them has immediately before it a much wider field of usefulness than it has enjoyed before.

In anything like a summing up of the debt the Community Center Movement owes to the past, the work of the settlement must be mentioned, for it has a distinct place in the Community Center Movement. In fact, every settlement in America, as it has sought to bridge the gulf between the plain man and the expert worker, has shortened the distance to the ulti-

mate goal of every sincere social service
er. And we are moving rapidly indee
toward this goal. Those who doubt it
learn of the Community Clearing House
devised by the New York Committee on
justed Children in the Gramercy Distr
New York City; the National Social Un
ganization recently put in operation in C
nati, or the social service plans in any c
larger cities.

The Problem of the City.—Heretofore
who have focused their attention on the
lems of the city have had little in commo
those who are specifically interested in th
provement of country life. They have st
the same basic problem, it is true, but
such vastly different angles that it has
times seemed that two unrelated problems
been presented. The Community Movem
the key to the *whole* problem—it represe
principle that is fundamental, and theref
applies to the city as well as to the countr
Community may be organized with equal
ise of success in city or village, or countr

The most conspicuous social growth of our modern civilization is that thing we call a city, and so complex have become its problems that some of the master minds of the day have concentrated on them. Many serious, thinking people are asking, "Has the city broken down? Has it failed to meet the demands that have been put upon it? Are new problems piling up faster than we can solve the existing ones?" Mr. John E. Lathrop, who made an intensive study of the problems of two hundred cities while he was engaged with the American City Bureau, and who was director of the city planning exhibit shown in thirty cities of the United States, Canada and South America, gives some startling figures and cites some amazing facts. From 1900 to 1910 population of the cities increased much more rapidly than that of the country. With increasing population in the city there must be increased facilities, and the problem of transportation looms larger and larger, while the cost of operation increases per capita with increased population. In 1905 New York spent

$90,000,000 for subways. The added fa
were absorbed in six months, and the car
more crowded at that time than they ha
before. Seven years later, having endu
the utmost, the city planned more subw
$350,000,000 of them. And thus in ten
New York City made debts of $440,000,
solve its transportation problem. Yet wl
say that the new subways will be adequ
meet the increasing demands of an en
city? Of striking interest in this connec
the statement of Mr. Theodore P. Shonts,
ident of the Interboro Transit Company o
York, who said: "Each year the probl
handling the millions of New York traffic
increasingly difficult. The struggle is ha
to anticipate the city's future needs, but
ly to keep up with the present. Public S
Commissioner Travis H. Whitney esti
that city traffic is increasing at the rate o
than 100,000,000 annually. We seem
working in a circle: (1) added facilitie
more population; (3) more congestion."

The Croton water supply was pr

at great expense. Immediately a new supply was planned at a cost of nearly $200,000,000. Bridges have been built by New York which have cost nearly $100,000,000, and several others have been planned, one to cost $42,000,000. Freight terminals are proposed for New York in Brooklyn to cost perhaps $100,000,000. The passenger terminals of the New York Central and Pennsylvania Railroads cost at least $500,000,000. The improvements to Riverside Drive and the covered freight tracks of the New York Central are to cost something like $50,000,000. In the five years it took to build the new subways the regular expense of New York City was $100,000,000 a year, or $500,000,000 in the five years. In this period other improvements will probably aggregate $100,000,000. In 1915 the Comptroller was quoted officially as saying that New York City during that fiscal year had received more than $500,000,000 and disbursed more than $500,000,000, so that during the five year period the total will be the unthinkable total of $2,500,000,000, or at 5,000,000 population, a per capita

of $500. In reviewing these staggering fi
Mr. Lathrop says:

"As New York's population grows, th
ures per capita are constantly increased.
less something cures this balloon-like tend
these charges per capita will reach $1,0(
twice a whole year's total income of the
age representative adult worker in the U
States. What is the use in going on in
fashion? Is it pessimism to pause to cons
Is it not simple wisdom to do so? What
ness can endure when costs pile up faster
returns?"

This presents a bird's-eye view of son
the purely material problems of the city
how much greater are those in which hu
life and human welfare and human pro
are concerned; problems which cannot
stated in figures or crystalized in facts. T
problems, too, are receiving the most tho
ful and the most expensive attention. Ger
places a higher economic value on huma
ings than she does on material wealth, bu
has dehumanized herself in the proces

working out this policy, for the reason that the rights of the individual are ignored, and human beings are manipulated, ground up, if need be, to satisfy the iron will of the few. If in America we are learning to value humanity more and the material less, we must attain our ideal of democracy by developing in the individual the desire and the intelligence to exercise the right to speak for himself in all of those matters that concern himself. It has been asserted that there are in the city of New York no less than one hundred and forty-seven organizations doing welfare work of one kind or another—one hundred and forty-seven agencies occupying expensive buildings, employing expensive staffs, engaging the sincere and often sacrificial services of master minds, operating on an unconscious public! The need is not to interrupt the work of these agencies, but to intensify and coördinate it, and to make it more effective.

Who will not be willing to give the Community plan of decentralization a chance—who will not be glad to see the Community principle

applied to suffering New York and to ot
cities?

The Problem of the Country.—As in the ci
so in the country, the main problem is that
transportation. A century ago when the far
er made the larger number of things necess
for the use of the family, the problem was
so great. With the development of mod
machinery the farmer must buy his machin
and tools, his clothing, and even much of
food from the manufacturer, or from the m
chant who is the salesman of the manufactu
Manufactured articles are sold as freely to
countryman as they are to the man who dw
in town. It is a matter of indifference to
manufacturer who buys his wares, so long
he sells them. But the city man, being nea
the manufacturer, has the advantage in tra
portation. The farmer not only has to consi
how to get the things he wants from town,
how to get the things he wants to sell to
markets. Such problems of the country led
farmers to see that only by coöperation co
they help matters. One of the first organi

tions of farmers was the Grangers, sometimes called Patrons of Industry. This organization was brought about by O. H. Kelly, whom President Johnson sent to the South immediately after the Civil War to study agricultural conditions. It became a powerful order and at one time had a membership of nearly a quarter of a million. Another order of great power was the Farmers' Alliance, organized in Texas in 1876, for the purpose of punishing land and cattle thieves. Smaller organizations of similar character were later combined with the Farmers' Alliance, which at one time had a membership of over 5,000,000. The Farmers' Union of today is the successor of the Farmers' Alliance.

Then came Dr. Seaman A. Knapp, with his great vision and his remarkable mind. As someone said of him, he spent seventy years of preparation for seven years of work. He began on the greatest work of his life in 1911 by organizing the Farmers' Coöperative Work in Texas to fight the boll weevil that was making much havoc with the cotton crops. The next

year, so striking had been his success, C
gress furnished funds, and with the assista
of some local business men, he appointed age
and began to organize a few counties in Tex
The work attracted attention and Congress
larged its appropriation. In a few short ye
this work had covered the entire South, ha
force of more than 1,000 agents, an enrollm
of more than 100,000 farmers, 75,000 boys
the corn clubs, and 25,000 girls in the canni
clubs. In the year before Dr. Knapp died, R
sia, Brazil, England, South Africa and Arg
tina sent representatives to this country
study the demonstration work. Sir Hor
Plunkett, the great Irish reformer, came
the same purpose, and at the request of
King of Siam, Dr. Knapp sent one of his age
to take charge of agricultural matters in t
country.

Dr. Knapp was undoubtedly one of the fi
men in America to see the principle of the co
munity movement as it relates to rural distri
and to make practical application of it, tho
he believed that the foundation work must

done with the individual, and that the process must be slow. In later chapters an outline is given of the wonderful coöperative work done through the boys' and girls' clubs, as initiated by Dr. Knapp, and conducted by the United States Department of Agriculture.

If the farmer has his problems from a purely business standpoint, there are other problems that touch his family at a vital place. The farm lacks social opportunities. Someone has said, "When a district ceases to be a mere collection of householders and rises to the dignity of a community with common interests and common aspirations, it becomes alive, and the monotony of the country life becomes largely a thing of the past." Many a time a man has given up farming, not because he did not know how to till the soil and raise crops, but because his family demanded opportunities the country did not afford. The need of the community development having become apparent, farmers' clubs were among the first concrete results of this realization. The Farm Women's Clubs followed, and then the Community Club sprang

up here and there. The latter was strik nearer the heart of the real need, becaus included in its membership the whole family.

And thus we see that the farmer and town dweller, by a long process, step by st have come to see a possible solution of ma of their problems through *coöperatio* through working together in small units o democratic basis, beginning in the home a taking the gospel of a true democracy throu to the community, the state, the nation and world.

Since transportation presents one of the m vital problems both in city and country life is interesting to note here that Mr. Ed Chambless has invented a streetless type city building which he calls "Roadtown," a which many scientists, engineers and socio gists believe will be the type of the future. is obvious that if we can build houses that co bine the comfort and convenience of an apa ment with the joy and health-giving surrou ings of a country home, we will go far towa the solution of many problems. "Roadtow

is to be an apartment house built in the country and capable of indefinite expansion—on the principle of the sectional bookcase. Mr. Chambless' plan is for a continuous house, with the avenue of distribution and transportation within its well lighted and ventilated basement —built to house forty families, four hundred or forty thousand, as the demands of the future may require. At first glance the proposition seems almost weird, and yet, more than a score of experts in as many different lines have pronounced the plan perfectly sound and have declared that it embodies a fundamental principle. Of the plan the inventor says:

"Roadtowns will first be built at the ends of present city systems of rapid transit lines, and extend out into the country in many directions. The superior transportation of Roadtown will materially increase the area of the suburban belt; and long before the limit of this belt is reached, the Roadtown will have become a semi-agriculture community.

"Roadtown will have a population of at least 1,000 to the mile. Assuming that this popula-

tion will be grouped among the various in
tries on the same ratio as the population of
United States at the last census, we would h
about seventy farmers for each thousand
population, or each mile of Roadtown. T
would permit each farmer to have ne
twenty acres to farm within a mile distanc
the house line and by going as far as th
miles for crops needing but occasional at
tion the Roadtown farmer could cultivate s
acres and yet live in a continuous house w
greater comforts and conveniences than pre
city apartment hotel dwellers."

CHAPTER II

ORGANIZING THE COMMUNITY CENTER

(As Recommended by the United States Bureau of Education.)[1]

In the organization of a Community Center the essential factors to be considered are: its membership; its size; its executive officer; its board of directors; its finances; and its constitution. The suggestions here offered concerning them, together with the reasons for the suggestions, are the product of experience, and have been tested in operation.

The organization of a community around the schoolhouse as its capital is the creation of a new political unit, a little democracy. It is new in the sense that it is the revival and en-

[1] Adapted from "How to Organize a Community Center," by Dr. Henry E. Jackson. Available from Supt. of Public Documents, Washington, D. C.

largement of an old institution, that we o
not willingly to let die. The movement t
ganize local self-governing Communities t
us back not only to the New England T
meeting, but still farther back to the Teut
"Mark," the Russian "Mir," and to the
cient Swiss Cantonal Assembly. The fact
free village Communities in some form
existed in so many parts of the world is sig
cant indication of a universal conviction
such organization is a necessity to human
fare.

The Community Center aims to form su
free village Community, a town, a boroug
little democracy both in the cities and the
country. Its capitol and headquarters is
schoolhouse, because this is the most Amer
institution and the only one suitable for
purpose. It alone provides a place wher
can meet on equal terms of self-respect.
conveniently distributed in every city, town
village in America. The term "Center"
plies to the schoolhouse, the place of mee
The term applied to the organization of

people themselves is "Community Association."

The first step in organization is to define the boundaries of the Community. These ought to be determined along natural lines, such as the territory from which the children in the school are drawn, or a district in which the people come together for other reasons than the fact that an artificial line is drawn around them. It ought not to be too large.

All adult citizens, both men and women, living in the prescribed territory of the democracy, are members of it. If the schoolhouse is to be used as its capitol, the democracy must be comprehensive. It must be non-partisan, non-sectarian and non-exclusive. You do not become a member of a Community Center by joining. You *are* a member by virtue of your citizenship and residence in the district. Everywhere else men and women are divided into groups and classes on the ground of their personal taste or occupation. In a Community Center they meet as "folks" on the ground of their common citizenship and their common

human needs. This is the distinguishing of the Community Center.

Members of America.—The Century Di ary quotes the Attorney General of the U States as saying, "The phrase, 'A citi the United States,' without addition or fication means neither more nor less t member of the nation." Membership i obligation and responsibility. It is pl to feel that we are one and all "memb America"; it gives not only a new se pride, but an intimate feeling of duty common welfare. To make citizenship membership is one of the obvious ne every Community. The outstanding char istic of the American Republic, which is any other in the world, is that it is a government, a double allegiance. It is a public of Republics." Every citizen fee loyalties, one to his state and the other nation. In addition to these two, he f third loyalty. It is to his local Comm And just as every man is a better citize is first of all devoted to his family, so

be more loyal to the state and nation, if he is loyal to his own Community.

The Community Center aims to induce citizens to recognize their responsibility for the administration of public business, to become active in their own communities, to assist in the improvement of local schools, of politics, of roads, of the general health, and of housing conditions. It is the law of all improvement that you must start from where you are. If a man cannot love his own Community, which he can see, how can he love the whole country, which he cannot see?

The success of the work in any Community depends on the amount of public-mindedness existing there or the possibility of creating it. Those who undertake Community Center work ought to guard against the danger of expecting too much at the start. To develop public-mindedness is a slow and difficult task. It ought never to be forgotten that democracy, like liberty, is not an accomplishment but a growth, not an act but a process.

This fact should be perceived by pioneers in

Community Work, in order that they ma
be deceived by the passion for size and
bers. A dozen public-minded persons ar
ficient for a beginning. One of the bi
movements in history began with a little
of twelve men. They who have discovere
meaning of democracy do not need large i
diate results to keep up their courage;
only need a cause, and the greatest of all c
is constructive democracy. The people wi
spond when they understand. In the e
history of the Community Center move
there has never been a time when they
so ready to respond. Let no worker in
Community despise small beginnings.

The Community Secretary.—Nothing
itself unless it is running down hill. If
munity work has to be done, somebody h
do it. The growing realization of this fac
led to the creation of a new profession.
term applied to this profession is "Comm
Secretary," a servant of the whole commu
This executive should be elected by ballot
public election held in the schoolhouse,

should be supported out of public funds. There were in 1918 four such publicly-elected and publicly supported Community Secretaries in Washington, D. C., and eight more such officials were in the process of being created. It promises to be one of the most honored and useful of all public offices. The qualifications for this office are manifestly large and its duties complex and exacting. The ablest person to be found is none too able. The function of the secretary is nothing less than to organize and *to keep organized* all the Community activities herein described; to assist the people to learn the science and to practice the art of living together; and to show them how they may put into effective operation the spirit and method of coöperation. Who is equal to a task like this? In addition to intellectual power and a large store of general information, one must be equipped with many more qualities equally important. The seven cardinal virtues of a Community Secretary are: Patience, unselfishness, a sense of humor, a balanced judgment, the ability to differ in opinion without differ-

ing in feeling, respect for the personality other people, and faith in the good intenti of the average man. When one considers requirements for this office, one's first impı is to do what King Solomon did. After m ing a rarely beautiful description of a wise ; ideal wife, he ended it by asking, "but wh can such a woman be found?"

Where possible, the Community Secret ought to be the principal of the school. thousands of villages and open-country com nities the teacher's work lasts for only par the year and the compensation is shamef inadequate. This is a great economic wast well as an injury to children. If these teac were made community secretaries, were gi an all-year-round job, and were compens for the additional work by a living wage would mean a better type of teacher and a ter type of school. The bigger task would only demand the bigger person, but the 1 itself would create them. Moreover, when teacher's activities become linked up with processes, the Community will be the more 1

ing to support the office adequately. It seems clear that the office of Community Secretary is the key to the worthier support of the school. It will magnify the function of teaching, give a new civic status to the teacher, and make more apparent the patriotic and constructive service which the school renders the nation.

Board of Directors.—Since the Community Center is a coöperative enterprise, it is necessary that it be democratically organized. The next step in its organization, therefore, should be to provide the secretary with a cabinet. It may be called a Board of Directors, or a Community Council, or an Executive Committee. Its first function is to give counsel and advice to the Community Secretary, to form a forum for discussion, out of which may develop wise methods of procedure. Its next function is to share with the Secretary the responsibilities of the work. In every community there are men and women who have the ability and leisure to render public service. As directors they would have a recognized position and a chan-

nel through which they can render more e
tively such a service.

The Board of Directors or Community C
cil should consist of the heads of departme
so that the entire work of the association
be frequently reviewed, and so that over
ping and duplication of effort may be avoi
The directors should meet frequently and
meetings should be open to the public.
Community Center stands for visible gov
ment and daylight diplomacy.

The Trouble Committee.—It is not so diffi
to organize a Community Center as it i
keep it organized. The function of this c
mittee is not to make trouble, but to rem
it. Its task is to discover the causes of tro
of various kinds in the community—to le
the causes of dissatisfaction, to state the p
lems which ought to be solved, to exhibit
thing that needs to be done. The work
the Trouble Committee is problem mak

For example, why are country-bred
leaving the farm in such large numbers
farming a profitable industry; to what ex

is the food of the country produced by the unpaid labor of children; does it pay better to rent or own a farm; could an average young man earn enough from a farm to pay for it by honest labor in a reasonable number of years; why do half the girls and boys fail to finish the grammar grades in school; is the work of transportation and distribution of food supplies economically done; why is the cost of living so high. If a Community Center should attempt to discover the causes of these unsatisfactory conditions, it would be a vital and attractive program sufficient to occupy it for several years. For the most part, this committee holds the key to the success or failure of a Community Center.

Public and Self Support.—The finances of an organization usually constitute its storm center. Money is the kind of thing it is difficult to get along with and impossible to get along without. After a Community Center determines its plans and policies the next question is finance. Money is properly called "ways and means." It is not the end; human

welfare is the end. Money is a detail, a ought always to be treated as such.

The superior advantage of a Commun Center over private organizations is that does not need an amount of money sufficie to cause it any distress. To begin with the are no dues. The school-house, together wi heat, light, and janitor service, and in so places a portion of the secretary's salary, a provided out of public funds. Thus the ov head charges are comparatively small. T time will doubtless come when the entire pense will be provided out of public funds. T Community Center needs, for the present, supplement its public funds. The highest s ary paid out of public funds to a Commun Secretary in Washington, D. C., is $420 p year. This is not a salary but a contributi toward a salary. This amount must be creased if the services of the right type person for this position is retained. Oth items of expense to be considered are the s tionery, postage, printing, and clerical wo These needs should be met by voluntary

fort, and each department of activity ought to be self-supporting. These departments should contribute a certain percentage of their funds to the association as a whole, because its general activities are necessary to the success of these departments. The members of the Community Association should express their interest by registering as active members and paying a small registration fee. These two sources will doubtless net sufficient funds. If they do not, then voluntary contributions and entertainments should supply what is needed.

The Community Association is a public body. As such, what money it raises is public money. Since the amount needed to be raised by voluntary effort is smaller than the amount received from public funds, there is little danger that large givers will have the opportunity to dominate the policies of the Community Center through their gifts. Above all others, this is the one danger most to be guarded against. Because it is chiefly supported by public taxation, the Community Center is a place where all can meet on the basis of self-respect, where

a man's standing is determined, not by his gi of money, but by character and intelligen Whenever this condition ceases to exist t Community Center dies.

It should be borne in mind, however, that long as the finances are organized democrat ally, the need for the Community itself to rai part of its fund is a moral advantage, and social justice. The Community Center is an e terprise for mutual aid in self-developme The people are compelled to pay taxes, b what they freely choose to contribute to the own enterprise is the only trustworthy gui to their attitude toward it, and the best e dence of their devotion to it. There can self-development only where there is freedo Partial voluntary support by a Community i sures local autonomy.

"Ten Commandments for a Communi Center."—There are certain formative pri ciples which are basic in the structure of Community Center. Dr. Henry E. Jacks the Government's Community expert, conside these so essential to the life of the Communi

ideal that he has called them "The Ten Commandments for a Community Center" and has stated them as follows:

I. It must guarantee freedom of thought and freedom in its expression.

II. It must aim at unity not uniformity, and accentuate resemblances, not differences.

III. It must be organized democratically, with the right to learn by making mistakes.

IV. It must be free from the domination of money, giving the right of way to character and intelligence.

V. It must be non-partisan, non-sectarian and non-exclusive both in purpose and practice.

VI. Remember that nothing will run itself unless it is running down hill.

VII. Remember that to get anywhere, it is necessary to start from where you are.

VIII. Remember that the thing to be done is more important than the method of doing it.

IX. Remember that the water in a v
can not be purified by paint
the pump.

X. Remember that progress is possi
only when there is mental h
pitality to new ideas.

The Constitution.—The constitution of
Community Center is a working agreement
clear understanding as to what is to be d
and who is to do it. A clear statement
prevent needless friction and confusion.
regards the growth of the work in the C
munity the constitution, if rightly construc
might well serve as propaganda. In fac
good test of the adequacy of a constitution i
ascertain if it answers this question, "Wha
a Community Center and what is its purpos
It will be seen therefore that the constitu
of a Community Association should be v
different from that of an ordinary soci
which merely aims to give information al
officers and meetings. This one may de
affect the spiritual and economic life of
community.

"As the expression of certain ideas in a document known as Magna Charta was a great gain in the long fight for freedom in the English speaking world [says Dr. Jackson] so the expression of a Community's new social purpose may mean new freedom for it. In starting a Community Center, an organizing committee should be charged with the task of drafting and submitting a constitution. If several weeks were spent on the task, both in committee work and in public discussion, the time would be well spent. The educational value of the process is too great for the people to miss. In the process a considerable number will be educated as to the meaning of a Community Center and will therefore be equipped to a degree for conducting its work.

"As the word itself suggests, a constitution establishes the basis on which friends may stand for the accomplishment of their common purposes. Its value is always to be measured by the importance of the purpose to be accomplished. Inasmuch as the purpose of a Community Center is of the highest value not only to the welfare of the local community, but also to the welfare of democracy in the nation and in the world, the making of its constitution is a highly important item in its organization."

Suggested Program.—The Council of
tional Defense has suggested a program
Community Council work which will be e
cially interesting to those newly organized
wishing to emphasize work that will dire
bear on helping to win the war. This prog
is as follows:

I. *Community Meetings and Rallies.*—
Community Council, through its executive
retary and committees, should hold freq
general community meetings, at which—

1. Reports are made by the committees,
ganizations, and individuals who are doing
work.

2. Community war problems are discusse

II. *Patriotic education through*—

1. Distribution of educational and patri
material to be supplied by the Committee
Public Information, and assistance in execu
the plans of the Committee for public ed
tion.

2. Holding community war rallies, addres
by the ablest speakers available.

3. Distribution of pamphlets and display
posters.

4. Instruction through the schools.

III. *Reports.*—For the purpose of planning and following up its work and of informing the country and State authorities as to the resources and work of the community, the Community Council should tabulate and file the results of its investigations and of the reports made to it.

IV. *Food.*—

1. Assisting the county councils in carrying out the national agricultural program. Much of this work can best be done on a coöperative community basis, through the establishment of community agricultural conferences, community labor, seed and implement exchanges, community canning centers at school-houses, community markets, etc.

2. Assisting the local Food Administrator in carrying out the national food conservation program.

3. Making the community as nearly as possible self-supporting as to food by (1) studying last year's food production and food consumption; (2) devising means for providing within the community the articles necessarily imported during the past year; and (3) education, eliminating community food waste, and cutting down community food consumption.

V. *Americanization.*—The Community C cil, especially in industrial communities, i operation with the representatives of the reau of Education and the Bureau of La should endeavor to increase the number of l American citizens by—

1. Educating aliens in English.

2. Impressing aliens with the great idea America, American standards, the valu American citizenship and its duties.

3. Assisting aliens desirous of naturaliz in making out their papers, etc.

VI. *Community Safeguards.*—The Co nity Council should undertake the prote of its own district through—

1. Fire Protection.—Providing proper tection for crops and goods in sto through—

(*a*) Organization of fire guards and p sion of adequate fire apparatus.

(*b*) Inspection of all places subject to taneous combustion, to be sure they a nearly fireproof as possible.

2. Protection against violence. The p sion of local guards, *if necessary.*

3. Relief.—Assist the local chapter o

American Red Cross in its Home Service Work for the families of men in national service.

4. Health.—The safeguarding of local health conditions—

(*a*) The provision under the leadership of the Red Cross of emergency nurses to take the places of nurses who have gone to the front.

(*b*) Distribution of pamphlets and other literature from State and National Health Departments.

5. Work for School Children.—The assistance of the school children in carrying out the work of the Community Councils should be intrusted to the Junior Red Cross. This is the organization for patriotic expression for the school children of the country, indorsed by the National Education Association. Its work covers many of the fields indicated above. Under the direction of their teachers as officers of the Junior Red Cross, children are to enroll for service wherever their work makes for education and better citizenship.

VII. *Labor and Industry.*—

1. Educating boys so that they may be efficient in helping on the farms in the summer.

2. Urging vigorous prosecution of the State

vagrancy law in each community and camp
ing against idleness.

3. Informing the proper authorities as t
need for enforcement of labor legislatio
the protection of woman and child worker
maintaining conditions of employment.

VIII. *Community Thrift.*—In additio
urging economy in food consumption, Co
nity Councils should—

1. In cities, in compliance with the req
of the Commercial Economy Board of the
cil of National Defense, discourage needle
tail deliveries.

2. Coöperate with the local Fuel Admin
tor in the conservation of fuel, espe
through urging and teaching its economic

3. Assist in relieving railroad cong
by—

(*a*) Issuing and distributing coöpe
community orders for goods.

(*b*) Coöperating with local receiver
shippers of freight to arrange for full c
shipments of goods and prompt unload
cars.

(*c*) Providing adequate storage facilit

(*d*) Urging merchants to purchase
nearest market.

4. Encouraging conservation of other supplies.

IX. *Community Subscriptions.*—The Community Council should provide an efficient means for soliciting subscriptions to—

1. Liberty Loans and War Savings Stamps.

2. The Red Cross, Y. M. C. A., and other organizations indorsed by the State Council.

Efforts should be made to prevent solicitation in the community by any organization not approved by the State Council.

X. *Soldiers' Aid Work.*—

1. Each community should make sure that all drafted, enlisted, or commissioned men from that community receive frequent mail, magazines, etc., from home.

2. Assistance should be provided to the local exemption boards in their arduous work.

3. In the neighborhood of training camps the community can render valuable service by providing recreation and entertainment for the men in the camps, in coöperation with the local representative of the War and Navy Departments' Commission on Training Camp Activities.

4. The Community Council should assist the Red Cross in providing the greatest possible

number of hospital supplies, sweaters, so
and comfort kits, etc., for the soldiers.

5. In coöperation with the Red Cross, t
community should provide adequate busin
legal, and medical advice and aid to sold
and their families.

XI. *Coördination.*—The Community Co
should consider itself a coördinating ag
and a clearing house for the war work of
churches, fraternal societies, clubs, and o
organizations and of the individuals of
community. There should be no duplicatio
replacement of the work of existing orga
tions, but the effort should be to make
work run smoothly and efficiently. In eac
tivity the directors of the Community Co
should study the situation to determine whe
some existing agency is already doing sati
tory work in that field. Where such ag
exists, it is the duty of the Community Co
to strengthen and work through it, not t
place it.

XII. *Execution of the Various Request
sued by the National Government and by
and County Councils and Branches of the
an's Division.*—Priority should be given b
Community Council to all work expressl

quested by the National Government, National, State, or County Councils, or Branches of the Woman's Committee in order that a uniform national response may be quickly obtained. The keynote of efficient decentralization is promptness and accuracy by the local agents in carrying out the requests from a central source.

Since the State Divisions of the Woman's Committee have already departmentalized their work along lines generally parallel to those suggested in this program, an effort should be made, in those communities where the work of the Woman's Committee is organized in small communities, to combine the two programs or departments of work to prevent duplication and too much reorganization of existing committees.

CHAPTER III

A MODEL CONSTITUTION

THE following constitution may be said t a model one, since it was adopted by a hi successful Community Center in Washing D. C. This constitution was prepared by Henry E. Jackson to meet the needs of community, and it was adopted, not hastily after patient discussion in committee thorough thrashing out in public meeting is now in operation.

"Each community ought to draft its own stitution [says Dr. Jackson] not only bec the needs of Communities vary, and becau should be the honest expression of the munity's own thought and purpose, but cially because a constitution brought from side and dropped on the people's heads ha tle value for the Community. Of course possible for a Community to work over an

similate the constitution of another Community until it becomes its own. It should also get help and suggestions from as many constitutions as it can find."

The constitution of the Wilson Normal Community Association, of Washington, D. C., which may well be studied as a model because it has been in successful operation for some time, follows:

PREAMBLE

We, the people of the Wilson Normal Community of the City of Washington, D. C., in order to secure the advantages of organized self-help, to make public opinion more enlightened and effective, to promote the education of adults and youths for citizenship in a democracy, to organize the use of the public school as the community capitol, to foster a neighborhood spirit through which the community may become a more efficient social unit, to prevent needless waste through the duplication of social activities, to engage in coöperative enterprises for our moral and material welfare, and to create a social order more in harmony with

the conscience and intelligence of the Nati
do ordain and establish this constitution.

Article I

Name

The name of this organization shall be
Wilson Normal Community Association and
headquarters the Wilson Normal School bu
ing.

Article II

Location

The Community shall be defined as follo
Beginning at 14th and W Streets, thence no
on the east side of 14th Street to Monroe Str
thence east on the east side of Monroe St
and Park Road to Georgia Avenue, thence so
on the west side of Georgia Avenue to Irv
Street, thence east on the south side of Irv
Street to Soldiers' Home, thence south on w
side of Soldiers' Home, McMillan Park
Reservoir to College Street, thence west
north side of College Street and Barry Plac
10th Street, thence south on the west side
10th Street to W Street, thence west on
north side of W Street to 14th Street, the pl
of beginning.

Article III

Members

The members of the association shall be all the white adult citizens of this community, both men and women. A limited number of non-resident members may be received into membership provided they are not registered members of any other organized community. Organizations now in operation, which are non-partisan, non-sectarian, and whose aim is the public welfare, such as "Citizen Associations," "Home and School Leagues," "Women's Clubs," "College Settlements," "Housekeepers' Alliances," desiring to retain their name and identity for the sake of coöperation with other branches of similar organizations, may become departments of this association. There shall be no suggestion of superiority or inferiority among the departments. The members of each department shall have the same standing as all other members.

Article IV

Officers

The association shall elect by ballot from its own members a Board of Directors, or Com-

munity Council, which shall be both a legisla tive and an executive body. It shall consist o not less than six nor more than fifteen mem bers. They shall be elected for a period o three years, excepting for the first year, whe one-third of the number shall be elected for on year, one-third for two years, and one-thir for three years.

The chairman of the committee in charge o each department of the association shall be member of the Board of Directors. A chai man may be appointed by the Board, or selec ed by the department itself and confirmed b the Board. Chairmen shall have the right t select the members of their committees.

The community secretary, whose public ele tion is provided for by the Board of Educa tion, shall be a member of the Board of Dire tors and a member ex-officio of all committee It shall be his duty to exercise general supe vision over all the activities of the associatio and to nominate by and with the consent of th directors, all assistant secretaries. They sha have the right to attend all meetings of th Board and take part in the discussions, but sha have no vote.

As soon after the annual election as conv

nient the directors shall meet to organize and shall elect from their own number a president, vice-president, and a secretary-treasurer, who shall perform the duties usually performed by such officers.

Article V

Departments

The Board of Directors is authorized to organize and operate departments of activity, such as forum, civics, recreation, home and school league buying club, and community bank, whose activities shall be supervised and whose accounts shall be audited by the Board of Directors.

1. Forum Department: The committee in charge of this department shall arrange for public meetings, at such times as the association may decide, for the free and orderly discussion of all questions which concern the social, moral, political, and economic welfare of the community. It shall select a presiding officer for such meetings, secure speakers, suggest subjects, and formulate the method of conducting discussions.

2. Recreation Department: The committee in charge of this department shall provide and

conduct games, dances, community dramas, m sicales, motion pictures, and shall promote similar play activities with a view to increasi the joy, health, and good fellowship among bo adults and youths.

3. Civics Department: The committee charge of this department shall provide tl members with the means of securing inform tion concerning politics, local, national, and i ternational; it shall stimulate a more intellige interest in government by the use of publici pamphlets; it shall suggest ways in which th members may contribute to the economic an efficient administration of the city's affairs; i shall provide courses of studies for young me and women as a preparation for citizenship an devise methods of organizing the youth int voluntary, coöperative and constructive form of patriotic service.

4. The Home and School Department: Th Committee in charge of this department shal seek to promote closer coöperation between th school and home, the teachers and parents; i shall aim to improve the school equipment, t secure more adequate support and better hous ing conditions for teachers; it shall organiz and conduct study classes for youths an

adults; it shall provide such ways and means or remove such obstacles as may be necessary to enable all children to remain in school until they have finished the grammar grades, whether these obstacles be the kind of studies now pursued in school, the home conditions of the children, or the economic conditions of the community.

5. Buying Club Department: The committee in charge of this department shall organize, and operate in the school a delivery station for food products with a view of decreasing the cost of living; it shall establish a direct relation between the producer and consumer in order to eliminate wastes; it shall seek to safeguard the people's health by furnishing the purest food obtainable; it shall aim to moralize trade by giving full weight and measure and substituting public service for private exploitation; it shall eliminate debt by asking for no credit and giving none; it shall practice economy and equity in order to secure a larger return to the producer and decrease the cost to the consumer.

An annual fee shall be required of all members of the Buying Club, payable quarterly in advance to defray operating expenses, the

amount of the fee to be determined by the co mittee, and it shall be decreased or increas as the number of members and volume of bu ness warrant. All members shall secure th goods at the net wholesale cost price.

Goods shall be sold only to members of t Buying Club. Membership in the Buying Cl is open only to members of the association a only to those members who are depositors the community bank.

The Buying Club shall set aside annually sum equal to two per centum of the amount its sales, to be used by the association for t purpose of educating its members in the pri ciple and practice of coöperation, until pub appropriations are sufficient to provide t means for such education.

The club shall set aside annually a sum equ to one per centum of the amount of its sales a reserve fund to cover unexpected losses.

The committee in charge of the Buying Cl shall serve without compensation, but may e ploy one or more executives to conduct the bu ness of the club, who shall receive compens tion for their services, the amount of whi shall be fixed by the committee, but the amou

shall be determined, as far as possible, on a percentage basis according to service rendered.

All checks, drafts, or notes made in the name of the club shall be countersigned by the chairman of the directing committee. The executive in charge of the buying club shall be required to give a surety bond.

6. Community Bank Department: The committee in charge of this department shall organize and conduct a credit union bank for members of the association in order to capitalize honesty and to democratize credit, and to multiply the efficiency of their savings by pooling them for coöperative use. It shall be known as the "Community Bank." It shall receive savings deposits both from children and adults and shall make loans. It shall, if possible, be a part of the curriculum of the school, at least as regards deposits of children. The committee in charge shall serve without compensation, but may employ one executive to conduct its business who shall be required to furnish a surety bond.

The bank shall make loans only to individual members of the association and to the Buying Club for productive purposes, but no loan shall be made to any member of the committee in

charge of the bank. Deposits may be recei from those other than members.

The bank shall issue no capital stock, shall charge entrance fees, which shall be u as a reserve fund and returned to deposit when they withdraw from membership.

The bank may make small short-time lo secured only by the character and industry the borrower. It may make long-time lo secured by mortgage, character and indus to young men and women for the purpose helping them to secure houses in which to s homes, and the payment of such loans may made on the amortization plan.

The rate of interest charged for all lo shall be five per centum. The amount of in est allowed on deposits shall be the net p after operating expenses are paid. The b shall use no other bank as a clearing ho which is not under the supervision of the Uni States Government. All loans shall be m by check and all such checks shall be coun signed by the chairman of the directing c mittee.

An amount equal to one-half of one centum of its deposits shall be set aside a reserve fund. An amount equal to ten

centum of its deposits shall be invested in Federal Farm Loan Bonds, Liberty Bonds, or in other Federal, State, or Municipal Bonds.

The Community Bank shall be operated not on the principle of unlimited, joint, and several liability of its members, but it shall have the right to demand pro rata payments from them to meet any loss through unpaid loans, provided the reserve fund is not sufficient to cover such losses.

Article VI

Coöperation

There shall be no dues for membership in the community association, the dues having already been paid through public taxation, but the association, by voluntary subscription and in other ways, may raise funds to inaugurate or support its work, if the amount received from public appropriation is insufficient to meet its needs.

The association may unite with other similar associations in the District of Columbia to form a community league, in order to conduct a central forum or coöperate with each other for any other purpose which may serve their common welfare.

The association adopts the policy of cor coöperation with the Board of Education, provides that a designated member of School Board may be a member, ex-officio its Board of Directors. He may attend an its meetings, take part in the discussions, vote on all questions.

Article VII

Meetings

The Board of Directors shall hold mon meetings at such times as they may determ All regular monthly meetings of the B shall be open meetings. When a vacancy curs through death or otherwise, the B may fill the vacancy until the next annual m ing. If any director shall be absent from t successive stated meetings without excuse, absence shall be deemed a resignation.

Quarterly meetings of the Association s be held on the second Tuesday of Janu April, July, and October. The April quart meeting shall be the annual meeting to officers, hear reports from all departments, to transact such other business as may be essary.

This constitution may be amended at any annual meeting, or at any quarterly meeting if previous notice of the proposed amendment is given. In all elections the preferential ballot may be used with reference both to officers and measures; the initiative, referendum and recall may be employed in such manner as the Association itself may determine.

CHAPTER IV

THE COMMUNITY FORUM, THE NEIGHBORH CLUB, AND THE HOME AND SCHOOL LEAGUE

(As Suggested by Dr. Henry E. Jackson, G ernment Expert in Community Work)

After a Community Center has been or ized and placed on a sound working basis, portunities for constructive work along m lines will present themselves in limitless ar It would not be wise to suggest any limited for activities for such an organization, as conditions will develop new problems and Community Center must be left free to ha situations as they arise. The Community m ment, old as it is, is but now entering on golden age and no one should attempt to fine it within any given boundaries. Howe there are certain activities that are so esse to a normal development that it has

thought practical to include in this book an outline of the plan upon which they have been successfully conducted in various places. The outline which follows is that suggested and tried out with great success by Dr. Henry E. Jackson, the Government's expert in Community work, in his comprehensive bulletin on "What Is a Community Center?"

The Community Forum.—Inasmuch as the the right to vote on public policies is now in the hands of the average man (and of many women), it is of paramount importance that they should be given the opportunity to make themselves fit to perform this function intelligently. This is the necessity on which the community forum fundamentally rests. It is a school for citizenship. The community forum is the meeting of citizens in their school-house for the courteous and orderly discussion of all questions which concern their common welfare. A Community may begin with questions in which local interest is manifest, such as good roads, or public health or the method of raising and spending public funds, or methods of

production and transportation of food p
ucts. A discussion of these questions wi
once reveal the fact that they transcend l
limits. A road is built to go somewhere,
it will relate one community to another. L
health conditions can not be maintained v
out considering other localities, for the c
of local disease frequently lies elsewhere.
local community pays part of the revenue ra
by the county. Therefore, the expenditur
these funds is the affair of the local commu
The same is true of the administration of s
funds. The question of production and tr
portation is no longer regarded as a r
problem or a city problem, but a national p
lem. The reason why no community should
for itself is that none exists by itself. E
community is at the center of several con
tric circles. The subjects of most value for
cussion in a local forum are those which
nect it with county, state, and national in
ests. And herein lies the educational valu
the forum.

Ours is a government by public opinion.

is obvious that the public welfare requires that public opinion be informed and educated. The forum is an instrument fitted to meet the most urgent public need. It is organized not on the basis of agreement, but of difference. It aims not at uniformity, but unity. It would be a stupid and unprogressive world if all were forced to think alike. We are under no obligation to agree with each other, but as neighbors and as "members of America," it is our moral and patriotic duty to make the attempt to understand each other.

Public discussion renders a great variety of services to spiritual and social progress. It puts a premium on intelligence, liberates a community from useless customs, puts a check on hasty action, secures united approval for measures proposed, creates the spirit of tolerance, promotes coöperation, and, best of all, and hardest of all, it equips citizens with the ability to differ in opinion without differing in feeling. This habit can be acquired only through practice. The forum furnishes the means for mu-

tual understanding. It aims to create publ mindedness.

The Neighborhood Club.—The basic assun tion of the Community Center movement is tl democracy is the organization of society on 1 basis of friendship. "Man," said Aristot "is a political animal." He requires the co panionship of his fellows. His happiness largely linked up with their approval. I instinctive need for fellowship leads him create a sort of social center out of anythi available for the purpose. The Post Office h served as such a village center, but the fı delivery of mail is destroying its social us The corner store has acquired fame as an : formal forum and neighborly club, but the m order house is rapidly robbing it of membe and at the best it serves only a few. The salo has served the purpose of a neighborhood cl and friendly meeting place on equal terms 1 large numbers of men, but moral and econon considerations have doomed it to extinction.

The Post Office, corner store, and saloon s passing as social centers, but they must

replaced with something better if they are not to be replaced with something worse. The Public School therefore stands before an open door of opportunity to become a neighborhood club, where the people can meet on terms which preserve their self-respect. Almost every individual lives in the center of several concentric circles. There is the little inner circle of his intellectual and spiritual comrades; then the large circle of his friends; beyond that the still larger circle of those with whom the business of life brings him into contact; and the largest circle of all includes all members of the community as fellow citizens. There need be no conflict among these circles, no suggestion of inferiority or superiority. It is never to be forgotten that these circles are concentric. The experiences of life make them natural and necessary.

The Community Center is limited only by this last and largest circle. It seeks to broaden the basis of unity among men, to multiply their points of contact, to consider those interests which all have in common. It is not difficult

to discover that these are bigger, both in nu ber and importance, than the things which se rate men. The list of things, which can o be achieved as joint enterprises, is long. Ro can only be built by community coöperati Only in this way can the health of the co munity be safeguarded. Food, clothing a shelter are the common needs of all. Prod tion and transportation are therefore questi of social service. The Greek word for "p vate," peculiar to myself, unrelated to the terests of others, is our word for "idiot." T corresponding modern term in our comm speech is "crank." The Community Center a sure cure for "cranks." It aims to prom public-mindedness.

The schoolhouse used as a neighborhood ch therefore, renders an invaluable public se ice. It seeks to create the neighborly spirit n essary for concerted action. The means e ployed are various—games, folk danc dramas, chorus singing, which requires the s ordination of self to coöperative effort, din parties, where the people break bread in c

bration of their communion with each other as neighbors. These activities not only render a service to the individual by promoting his happiness and decreasing his loneliness; but they discover in the community unsuspected abilities and unused resources. To set them to work not only develops the individual but enriches the community life.

The same is true of the spirit of play in general; to cultivate the spirit of play not only meets an instinctive human need for physical and mental recreation, but renders a distinctive service to democracy, on account of its spiritual value. One can carry on the work of destruction by himself but he must organize in order to produce. He must coöperate in order to play. He can not monopolize the victory, he must share it with the team. Play thus develops the spirit of sportsmanship, the willingness to play fair, the capacity to be a good loser. Coöperation and the spirit of sportsmanship are indispensable qualities for citizens of a democracy.

The Home and School League.—The fr public school is at once the product and t safeguard of democracy. The kind of pub school therefore, which a community has an accurate index of its community conscio ness and its estimate of democratic idea "The average farmer and rural teacher," sa T. J. Coates, "thinks of the rural school as little equipment where a little teacher, at little salary, for a little while, teaches lit children little things." The object of the Ho and School Department of the Community C ter is to substitute the word "big" for the wo "little" in the above statement, to magni the work and function of the school, to make worthy to occupy a larger place in the peopl thought and affection. This is the work whi Home and School Leagues are now doing. T Community Center in no wise interferes wi their work. It is not a rival but an ally. plan is to give to and not to take from the Ho and School League. Indeed it is probable th the Home and School League quite genera may become the parent organization out

which will be born the Community Center. This happens naturally and logically, and in many places it is the process of development now in operation. When a Home and School League expands itself into a Community Center, it should become a department of the Community Organization.

By becoming a department of a larger organization and limiting itself to its own special task, the Home and School League will not only do its work better, but it will find it more than sufficient to occupy all its time. Its specific work is to promote the progress of the school and to improve the school equipment. To this end, it seeks to secure closer coöperation between the home and school, the parents and teachers. When Madame de Staël asked Napoleon what was needed to improve the educational system of France, he replied: "Better Mothers." The noblest influence on any child is that of a good mother. Every school therefore ought to strive to keep a close bond between the home and itself. It ought to do so, not only for the sake of the children, while they

are in school, but also before they come school and after they leave it. To build b tlements around girls and boys at the point their greatest danger, during the period l tween sixteen and twenty-one when they a most neglected, is a task worthy in itself, enlist the deepest interest and occupy the tire energy of the Home and School League

The three unsettled questions which scho masters are always debating—the content the curriculum, the method of teaching, and business management—will be illuminated, there is brought to bear upon them the vi point of parents, who own and support schools and who are interested to get the pro return on their investment. The same will true of all school questions, if considered fr the standpoint of the Community Center. will connect school activities with life proces This means vitality for the school. For, as great educational reformer, Grundtvig, s "Any school that has its beginning in the phabet and its ending only in book learning a school of death."

Inasmuch as the key to a better school is a better teacher, the Home and School Department of the Community Center should endeavor to secure for teachers not only a larger degree of moral support, but more adequate financial support, which is not the only thing needful, but which is the first thing needful towards the attainment of this goal. The constructive service rendered to the public by public school teachers is as important, if not more important, than the service rendered by any class of public servants; and they are not mercenary or lacking in heroic devotion to the common welfare. But it is idle to expect that the right type of teacher can be secured or retained without a decent living wage. When a Community offers such a wage, then and then only will it be able to secure the right type of person for the position. In order to retain them after they are secured there ought to be a school manse, a teacher's house, as part of the necessary equipment of every school.

Proper support and housing in order to secure the right type of teacher, in itself, consti-

tutes a worthy program for this departm

The Home and School Department will n rally have charge of such extension activitie evening classes for youths and adults. T classes should be designed not only as a of the work in the Americanization of im grants but for the better equipment of all zens. This states in brief the function of Home and School Department. The nati destiny was decided at the beginning by the tablishment, for the first time in the mod world, of a free public school system. To k vital its processes, and to improve its eq ment, that it may be still more valuable to people, is the chief business of this departm

CHAPTER V

COMMUNITY BUYING AND BANKING

(As Suggested by Dr. Henry E. Jackson, Government Expert in Community Work.)

THERE is nothing new or startling in the idea of coöperative buying. England had, at the beginning of the war, 4,000 successful "Co-operative Societies" which handle an annual business exceeding $600,000,000, and the experiments that have been made so far in this country have been based somewhat on England's experience. These societies buy supplies of all kinds, including food and clothing, and the plan under which they operate is a demonstrated success. It is an interesting fact that similar societies operating in this country have not succeeded, and while the plan of the English organizations is well worthy of consideration, it has been necessary to adapt this plan to

American ideas and methods. Americans too rich and too individualistic thus far, they have not learned sufficiently the lesso true coöperation. The Buying Club as it been established in America is not a shop, in English sense, where goods are weighed, handled and stored, but a store in the ori American sense—a store house, a distrib station where goods are kept in their ori containers.

As an evidence that the Buying Club is an invention or an inspiration of the pr day the following item published in a pap Washington, D. C., of February 5, 1868, interest:

"The matter of coöperative stores is occupying considerable attention in Was ton, and various enterprises of the sort been started or are in embryo. The fo ing embodying the most successful plan no operation in England, will be of intere those connected with similar institutions It is a store established in London, calle Commercial and General Society. The qu of the goods it retails is first rate, its man

having no personal interest in selling inferior or unduly cheap goods, and it freely accepts any customers who may present themselves on a subscription of five shillings a year. Its pricebook also offers a useful guide for those who do not wish to be cheated in their housekeeping. It delivers its goods free, and to facilitate the payment of goods before delivery its members are allowed to open deposit accounts at the store in sums of not less than five pounds. These deposit accounts are debited with the amount of each order and can be balanced at any time and any surplus withdrawn on application to the management. There is no risk in such an undertaking, for the custom of the subscribers is certain, and it is now accurately known what percentage must be charged for waste, attendants and other necessary expenses. Goods are purchased at wholesale and sold to subscribers at cost, expenses and a small margin of profit, which, at the end of the year, is redivided among the associates in proportion to their purchases."

The leading features of this plan as outlined are embodied in the modern Buying Clubs of to-day; but there is this difference—the club is

an activity of an organization whose memb have been educated in coöperation, which, one expert has expressed it, is a state of mi Experience has seemed to teach that, in Am ica at least, Buying Clubs formed for busin reasons alone, and operated independently, rarely successful; that their greatest usefuln will come from their being linked up with ot coöperative enterprises. However, since operative buying and banking have been op ated with notable success in England, Denm and other countries there is little doubt th as parts of our "Little Democracies" in Am ica today they can not fail of success.

It has been said that three things are nec sary to success in any practical coöperative terprise. These are, a desire to save, go business sense, and the spirit of coöperati Of these by far the greatest is coöperation. is significant that the coöperative societies England not only gave the name "society" their organization, but also devote two and half per cent of their annual profits to t

education of their members in the principle and practice of coöperation. Thus there have grown up in these stores real centers of social activities. In America we are going at it in the reverse way—we are starting our coöperative enterprises in our social centers, though the principle involved is the same.

To acquire the spirit and method of coöperation requires a slow process of education.

"The chief danger to be guarded against [says Dr. Jackson] is the common tendency on the part of Americans to demand the fruit the day the tree is planted. While the spirit of coöperation is difficult to acquire, like all other good things, it is worth all it costs. Coöperation in buying and banking is in itself the best means for moral culture. Its educational value is of the highest. It minimizes the evil of debt, cultivates self-control and self-reliance, checks reckless expenditure, develops a sense of responsibility, quickens intelligence and public spirit, and prepares citizens for self-government. The schoolhouse is not only the place to acquire these educational values and coöperative virtues, but it also furnishes the inspiration

for success in the process, because the Am can public school is itself the most succes social enterprise yet undertaken in this or other nation."

A Successful Experiment.—A very succes experiment in coöperative buying has b made in Washington City, in connection w a well organized Community Center. An perienced buying agent is employed who ceives a commission on all goods handled. T most commonly used articles were selected the initial trial—butter, eggs, coffee, etc. P ishable goods were generally avoided. Dur the Christmas season the buying agent ranged with a producer to supply seventy-f turkeys. The producer received slightly m than he would have received wholesale and consumer paid 36 cents a pound, whereas market price was 45 cents. Very interesti also was the experiment in buying eggs, wh were then selling in Washington at 85 cent dozen. Producers were getting 50 cents a do wholesale; the Community Buyer paid 55 cen allowing five per cent for handling; an ad

tional five per cent was added to this for expenses by the Buying Club, and then consumers got their eggs for 60 cents a dozen, thereby saving 25 cents a dozen, and the producer got 5 cents more than he would have received at wholesale. This plan is coöperative in all that the word implies as it benefits the producer as well as the consumer. When a certain article is to be bought, letters are sent out to members informing them of this fact, so that they may take advantage of it if they wish to do so.

Linking Town and Country Communities.—A practical and far-reaching plan was put in operation by this same Community Association which seeks to definitely link the rural community with a community in the city. In a neighborhood fifteen miles from the city the community was organized to supply the needs of the certain community in the city, and thus two neighborhoods coöperated to the mutual advantage of all. It is necessary always to get for the producer prices that are a little better than he gets at wholesale and to deliver goods to the consumer at a lower price than he can get

them through the ordinary channels. T
Buyer should see to it that only the best goc
are bought, and therefore buying through t
club insures standard quality. This particul
Community Association decided upon a la
for all goods purchased through the Comm
nity Buying Club, and it is expected that tl
label will come to be the trademark of fir
class goods at moderate prices. Every eff
is made to standardize all goods handled.

An Experiment in Milk.—A very interesti
experiment has been made in the purchase a
distribution of milk. The plan followed w
agreeable not only to the consumer and to t
producer but to the dealer as well. Consume
got their milk 3.13 cents per quart cheaper th
they were getting it. There were sixty-fi
licensed milk dealers in the city where tl
experiment was tried, all traversing the sar
territory, all making out monthly bills a
doing book-keeping, all losing a certain pe
centage on unpaid bills, etc. About twenty
them were delivering milk in the territory i
cluded in the Community Center. After tl

plan for coöperative buying was put in operation there was but one dairyman delivering and milk was left from door to door like mail.

It is advisable before starting coöperative milk buying to get orders for three hundred and twenty quarts, or eighty gallons, a day. This is a full day's work for one man and one team. Milk should be paid for in advance by the ticket system, at least a week's supply being sold to each customer. "Joining" the Coöperative Milk Buying Club consists in handing in one's name to the buying agents, who should be on duty each day from 9 to 9.30 A. M., and from 3 to 4 P. M., and purchasing a week's tickets. Thereafter tickets may be had from the agent or from the delivery man. The milk furnished must, of course, be standard in quality. All consumers are urged to take at least one quart a day. It requires as much labor to fill, clean, and deliver a pint bottle as it does one holding a quart.

Members of Community Buying Clubs are asked to adopt three reforms: *First,* to get milk from one source through the Buying Club so

that it can be delivered like mail from door door; *second,* pay cash in advance for at leas week's supply of tickets; *third,* replace the b tles that are broken. The unavoidable los connected with the sale and distribution of m are, duplication of routes, bookkeeping, unp bills, night delivery, broken bottles, and p chase of small amounts. Three of these los alone, based on estimate of ten distributors, c the consumer 3.13 cents a quart. The amou saved depends on the number of reforms ado ed and the number of people who adopt the Whatever the amount may be it belongs to t consumer. The amount saved, however, shou be shared with the producer; otherwise t question threatens to be not how to get mi at reasonable prices but how to get milk all. In cases where consumers can not use quart of milk a day arrangements may be ma for four deliveries a week. It is quite i portant to note that the dairyman who has t largest number of customers gets the order f the unit of three hundred and twenty custon ers. Such an experiment as this may be trie

in any community. However, the successful experiments of which the author has been able to learn are those operated in connection with a well-organized Community Center. Let it be remembered that a Coöperative Buying Club unattached to the means of creating the co-operative spirit is almost sure to fail.

The Community Bank.—A very interesting development of Community Center work is the Community Bank, which not only meets the practical need, but cultivates an ethical view of money and uses it as a means of moral culture. A Community Bank is primarily the savings bank both for children and adults. As regards children it ought, so far as possible, to be a part of the curriculum of the school. Such banks are now conducted in many schools for children. Coöperative banks are conducted for adults in some states under the name of credit-unions. New York State has a good law on credit-unions, on which the laws of other states have been modeled.

But a real Community Bank is designed to serve other purposes than those of saving. Its

aim is to multiply the efficiency of the peop
savings by pooling them for coöperative u
Its aim is to capitalize character and to dem
ratize credit. It serves a community use
enabling the people to do jointly what they
not do separately. By clubbing their resour
they can use their own money for their o
productive purposes.

Such a bank, operated for the common w
fare, will not only furnish the working capi
for community enterprises, but will also b
loan society. It will make small short ti
loans to its members on reasonable terms.
will thus become the salvation of the poor fr
the tyranny and degradation of the loan-sha
It will also make large long-time loans to you
men and women, who desire to marry and st
homes, in order to enable them to become t
owners of houses. It will permit them to
pay the loan on the amortization plan.
community could render a more statesman-li
service to its members. The service alrea
rendered by Building and Loan Associatio
which are in fact coöperative banks, is a gu

antee of the success of the plan. There are 7,034 such associations with a membership of 3,568,342 and assets amounting to $1,696,707,-041. These figures are eloquent and tell a significant story. They show how ready is the response of men to the opportunity of owning their own houses and that this opportunity needs to be vastly extended. The motto of the United States League of these associations is "The American Home, the Safeguard of American Liberties." The motto is both sentimental and accurately true. The well-being of a nation depends primarily upon the existence of conditions under which family life may be promoted and fostered. The family is the true social unit, older than church or state and more important than either. The welfare of family life is every statesman's chief concern.

The Community Bank enters not only a vitally important, but a practically unoccupied field, and will meet felt needs unmet at present. The coöperative handling of credit is not new. It has been done in Europe for fifty years with marked success. The Community Bank is the

adaptation to American conditions of the Ra feisen Bank of Germany, the Luzzatti Bank Italy and the Government Bank of New Z land. It is a democratic bank, that is, it is the people in that it receives the peopl money; it is *by* the people, in that it is operat by the people themselves; it is *for* the peop in that the money is used for the welfare the people who saved it.

A Community Bank's ability to render the needed public services depends wholly on t people's desire and capacity to save and th willingness to pool their savings. To cultiv the habit of thrift is the first necessity. Th America needs to acquire this habit is too ob ous to need comment. Americans are the le provident of peoples. Compared with a list fourteen other nations, the number of peo out of every thousand who have savings counts is only about one-sixth as many in Am ica as in the nation highest on this list a less than one-half as many as in the nation lo est on the list. Switzerland stands highest wi 554. Denmark is next with 442. The low

is Italy with 220. But in America it is only 99.

The economic welfare of a Community, however, is not the most important result which the habit of thrift produces. Since money is the commonest representative of value and a symbol of the property sense, it is the best practical means of moral culture. A Community Bank will furnish the best antidote for the common desire to get something for nothing, "the determination of the ownership of property by appeal to chance," the habit of gambling, which is distorting the moral sense of all classes of people.

The Community Bank is designed to promote an ethical view of money. When we consider that if a man earns a hundred dollars for a month's labor, he has put into this money his physical force, his nervous energy, his brain power, that part of his life has been given away in return for it, then money becomes a sacred thing. When we consider the humiliation and suffering of a destitute old age entailed by a lack of economy, then the need of thrift assumes a new significance. When one considers

how manifold are the bearings of money on lives of men and how many are the virtues w which money is mixed up, honesty, justice, g erosity, frugality, forethought and self-sa fice, an ethical view of it is unescapable.

A small competency is necessary to make what it ought to be for every man, especi in a democracy. "Whoever has sixpenc said Carlyle, "is sovereign over all to the tent of that sixpence, commands cooks to f him, philosophers to teach him, Kings to mo guard over him, to the extent of that sixpenc An assured competence, however small, gi the priceless blessing of independence. I only personal health and happiness, but so and political independence are involved in man's saving fund. The kind and amount service which a Community Bank can render democratic ideals is beyond calculation.

CHAPTER VI

THE COMMUNITY GARDEN

(Plan Recommended by Prof. Hugh Findlay, U. S. Department of Agriculture, Formerly of Syracuse University.)

REPORTS of gardens conducted in the first year of the War in response to appeals from the Government that every community feed itself are almost unbelievable. The Vacant Lot and Yard Improvement Association of Newark, N. J., raised food valued at $114,000. There was organized effort that brought this amazing result. The Muncie Garden Association, of Muncie, Indiana, placed 450 gardens under cultivation which produced food valued at $30,000. The value of food produced in the six Community and City Gardens of Syracuse, N. Y., was estimated at $50,000. In these places experts were employed and the entire project was

handled on a business basis. Ten policeme
Pueblo, Colorado, raised food valued at $1
by working in spare moments. The childre
the Delaware County Children's Home in
diana formed an association and raised an
other things, eighty bushels of onions;
bushels of navy beans; 800 bushels of corn;
up 38 gallons of sauerkraut and canned 4
quarts of preserved food and jellies, in addi
to fattening fourteen hogs for winter use.

In this book it is proposed only to deal
organization and to suggest the best metho
setting up the machinery necessary for the
cessful conduct of a Community Garden.
such project should be undertaken until t
directing it have secured from the Departm
of Agriculture at Washington, or its state
resentatives the best information availabl
the preparation and cultivation of the
preventive measures against plant disease,
The Department issues a great many valu
bulletins, which will be sent free upon req
A wealth of material is also available thr
The National Food Garden Commission, M

land Building, Washington, D. C. The planting charts issued from this office are especially commended to every gardener.

The Directing Organization.—Any group of people in any community, large or small, may organize for Community Garden Work. The most successful gardens are those inaugurated and operated under the auspices of some woman's club or organization, whose efforts are supported, financially and otherwise, by Farm Bureaus, State Agricultural Colleges, or other established centers of agricultural knowledge and experience. To launch the project properly and with most promise of success some capital is required, the amount depending on the size of the community and the number of gardens and gardeners. In one town where a highly successful Community Garden is operated, the work was started on a fund of $1,200 cheerfully subscribed by firms and individuals. There is no danger of the Community Garden idea being unpopular. There are no arguments against it and many for it.

Employ a Supervisor.—Having secured a

directing organization or having organiz
Garden Club, enlisted the coöperation of
authorized agricultural agencies of the s
and secured a fund with which to start,
next step is to employ a practical gard
as supervisor. It is best to select a man
knows the soil as well as the people of
section in which he is to work; but unless
is available in whom the people have ful
confidence, it is better to seek, through
state Agricultural agencies, a man of exp
ence, scientific knowledge and executive abi
whom they can recommend. All past exp
ence teaches that it is best to pay the Su
visor a salary that will justify him in con
trating his interest and in giving his en
time to the work. He should have a teleph
and if possible, an automobile should be pla
at his disposal. With an automobile it is p
sible for the Supervisor to visit from ten
one hundred gardens each day.

Little difficulty will be found in get
ground. No firm or individual having an
tract of land will deny the use of it to the C

munity Gardeners, and all public and private vacant land is asked for. It will be found advisable to divide the town or city into six sections in order that demonstrations may be held, lectures given, questions answered, etc., at least one day a week in each section.

Having secured a fund, headquarters, supervisor, and the ground, and having divided the community into sections for convenience of operation, the organization is ready to begin actual work.

Arouse Public Interest.—The success of the enterprise is dependent in no small degree upon the general public interest it arouses, and the first duty of those in charge is to enlist the active and enthusiastic support of the newspapers, banks, real estate dealers, and business firms, as well as leading citizens. In every town where the Community Garden has been successful a newspaper, bank or other public institution, or some public spirited individual, has offered prizes for the best gardens. One patriotic citizen in a small city gave $1,000 in prizes which was shared in by about 130 per-

sons. It is said that this gift resulted in least $50,000 crop yield. The winner in t contest was Mrs. Rachel E. Salisbury, 74 ye of age. In her written statement she said respaded all the soil in her 136x80 foot gar after plowing and picked out by hand fourt bushels of quack grass roots. In doing this lifted more than 109 tons of soil and it all done before June 1. Every school sho be visited and interest of the children sho be aroused early. "War Garden Guards" h been organized with fine results among the called "bad boys" of the city. They sho be distinguished from ordinary individuals attractive buttons which they invariably w with pride. Where "War Garden Guar have been organized there has been a not absence of stealing, rock throwing, etc.

The Model Garden.—A model garden, trally located, should be started early. T should be operated and worked by member the directing organization and should be u for demonstrations if other gardeners car watch its progress from time to time.

plowing and the seed should be furnished by the organization and charged to operating expenses and the products should be given to the poor or to the families of enlisted men.

Duties of Supervisor.—The first actual work of the Supervisor is to examine and analyze the soil of the prospective gardens. This may best be done through the Farm Bureau of the State Agricultural College where facilities and expert advice are available. The soil analysis enables the Supervisor to give practical advice to gardeners as to fertilizer, etc., and means that the maximum of results may be obtained if instructions are faithfully followed.

A man should be hired to do the plowing, $6 to $8 a day being the average price paid for this work. Helpers may be used as needed, grown people receiving thirty cents and children fifteen cents an hour. When the plowing is completed, the lots should be staked off, and it is advisable to have committees from the respective sections to oversee this part of the work. Lots 50 by 100 feet are advised, with paths two feet wide.

When this stage of the preparation has be reached, the gardeners are notified that t ground is ready. The cost of plowing divided by the number of lots and each pers taking a lot is charged his or her share of t cost. After various experiments, it has n been found advisable to give free seed to t gardeners. Often those who are not able to b seed are timid about asking for it and get no The Supervisor should have ready lists of see desirable, advice as to varieties, etc., and shou be always willing to answer questions. It important to have a tool-house erected on ea of the six Community Gardens, where tools c be kept and where notices of demonstratio meetings, etc., and weather forecasts can posted. This bulletin-board will be found great convenience both to the directors and the gardeners. The cost of the tool-hou should be borne by the League and the amou collected later from the gardeners, who a asked to assume their share of the cost. few simple but good tools are advised.

The Foreign Gardener.—Professor Hugh

Findlay, for a number of years Professor of Horticulture at Syracuse University, and later of the United States Department of Agriculture, is considered an authority on the management of Community Gardens. As Supervisor and Director of the strikingly successful gardens at Syracuse, N. Y., Professor Findlay worked out some practical ideas in a field that was almost untried. His advice is worth following. Where there is a large foreign element among the population Professor Findlay strongly advises allowing the gardeners to farm in their own way. In fact, while he advocates a definite and business like organization, accurate records, etc., he opposes a policy of dictation. "People have their own ideas—maybe they have started planting or laying off their ground before the movement is under way. I never find it wise to discourage them by finding fault with what they have done. It is better to say, 'Have you ever tried this way?' and gently lead the gardener to a more successful way." In one of his Community Gardens in Syracuse Professor Findlay had 193

Poles coöperating most happily and with gre
success. The Commandant in charge of t
garden was the Priest to whom the people h
been accustomed to look for guidance and
whom they had full confidence. Following t
system of their native land these Polish ga
deners, in staking off their ground, provid
for no walks, as they had been taught th
every inch of ground must be utilized.

Early Start Important.—Nothing contri
utes more definitely to the success of the Co
munity Garden than an early start in eve
line of activity. While the gardeners are d
ciding what to plant, getting their seed and pr
paring their ground, members of the organiz
tion directing the work should have no id
moments. Prizes are to be arranged, f
grown-ups and for children, and announcemen
of these should be made early. Interest ge
erated in the early days of the work must
kept up to the high water mark. Talks mu
be made in the schools, as well as in all plac
where numbers of people gather.

Public Demonstration.—If the Communi

Gardeners are fortunate enough to live within easy reach of an Agricultural College it will be found very stimulating and instructive to have demonstrations conducted by the experts of the faculty. Members of the directing organization should see to it that automobiles are furnished so that many may be enabled to attend who could not do so otherwise. It is well to have the first of these demonstrations as early in the season as possible in order that the gardeners may gain helpful information regarding their preliminary plans.

As the work progresses, the Supervisor will find that he is busy every moment. He should neglect no call, for such neglect is sure to be felt in the community from which the call has come. As the season advances and the gardens grow, the people who work together day after day get well acquainted and the garden is the one topic of interest and conversation. A bit of information spreads rapidly and all take advantage of a timely suggestion or a warning from headquarters. The regular visits, demonstrations and inspection tours of the

Supervisor grow more and more importa
The best hour for demonstrations is betwe
seven and nine o'clock in the evening, as t
majority of the gardeners work at that tir
No small part of the duties of the Supervis
consists in diagnosing cases of sickness amo
the plants and prescribing the remedy. A
even greater service, however, is in giving a
vice as to preventive measures, and in tea
ing the gardeners how to look for early sym
toms of disease and how to treat the plan
promptly and effectively.

Practical Record Cards.—From the very b
ginning, accurate and complete records
every day's work should be kept. The Supe
visor should make a complete monthly repo
of his activities to the organization directi
the work as well as to the agricultural age
cies coöperating. This report should includ
(1) telephone calls, (2) demonstrations, (
visits to gardens, (4) record of problem
solved, (5) record of problems unsolved, (
record of best articles found in local paper
(7) expenses, with receipts, for all expen

tures. In addition to this report the Supervisor should keep an accurate record of the separate gardens. While the Supervisor should be responsible for this record, the information should come direct from the gardener. The record should contain the name of the man who gave the use of the land, the man who plowed it, the gardener; kind of soil, crops, and general results.

The record cards arranged by Professor Findlay which were used successfully in a number of Community Gardens will be found on pages 112 and 113.

Plan of Garden Commission.—The National Food Garden Commission suggests the following as a plan of organization for the Community Garden; after the appointment of a Garden Committee by the Mayor:

1. That the committee through its proper agents secure land in or around the city limits, or close enough to be within working reach of the citizens of the city not otherwise engaged in agriculture.

2. These lands are to be classified in sub-

SYRACUSE GARDEN RECORD

Date Entered	Garden No.
Date Occupied	Paid
Size	Soil

No. _____

Contributor _____

Address _____

Gardener

Street _____ City _____

County _____ State _____

CROPS GROWN			

Good	Inspected by	Value of Crops	Potatoes—Number of Bushels	
Fair			Roots - Number of Bushels	
Poor			General Crops	
			Total	

I hereby agree to plant and properly care for Garden No. _____

Signed _____

Remarks:

WEEKLY GARDEN REPORT SHEET

*No.*_____

Inspector _____

Address _____

DAYS	DATE	DEMONSTRATIONS	NO.	LECTURES	NO.	CALLS	NO.	INSPECTIONS	NO.	HOURS
MON.										
TUES.										
WED.										
THURS.										
FRI.										
SAT.										
TOTAL										

Remarks:

divisions: (a) Of residents who are not al work them. (b) Single lots not occupie residents. (c) Larger plots of land; all] erly classified as to acreage on sub-div plots.

3. Secure all available barnyard manu other local material for fertilizing these l and have it put on the plowed lands at on

4. Ascertain as early as possible what mercial fertilizers will be needed in add to the other fertilizers, to insure maxi crops in all cases, and order this comme fertilizer early. Shipping facilities are in condition that this fertilizer must be ord early to insure delivery in time for spring

5. The committee will find out as ra as possible who will work gardens and a them land according to the circumstances conditions.

6. Definite contracts should be made, ing the land owner, as well as the worke as to avoid confusion and disappointmen

7. Every lot or garden should be numl

and careful record be kept of the name and address of the owner and the worker.

8. A seed supply should be investigated at once, and immediate steps taken to secure and distribute them. Supplies of necessary implements also should be investigated and secured, without delay.

9. Appropriate committees should be brought into service, and definite divisions of the city assigned to each member, so as to insure against neglect or duplication of effort.

10. There should be a central office kept open for carrying on this work, and one field manager should be appointed to have entire supervision of this office and the field workers; but of course acting under the general directions of the executive committee.

Go to a bank and tell them your plans. If you pick out an institution that is alive it will put up a half dozen prizes of $5 each in the way of savings account and it will turn over the facilities of its real-estate department to set aside available land for the planting. This will be one of the best thrift advertisements the

bank can possibly spend money on. Then your newspapers and tell them what is (Keep them informed all the time on every of progress made. They want the storie do not make them come after them. In words, organize this community work business basis and go into it with the system that you would put into operati you were opening a store.

About Awarding Prizes.—The point was used successfully in prize contests in of the Community Gardens last year. U the system which was generally adopted, t points were allowed for general appear twenty points for absence of weeds; and points for each of the following: numbe vegetables, straightness of rows, labels o rieties and dates of planting, and general ord of garden operations. The following were observed:

1. All labor required to produce the c in these contests must be performed by contestants, with the exception of the plo

and harrowing. Suggestions from parents or guardians are encouraged.

2. There must be a record of seed planted, date of germination, and date of harvesting, also the amount and kind of vegetables taken from each garden.

3. A record of insects found and what has been done to control them must be kept.

4. Records of plants that die, and cause attributed.

5. All statements and records must be signed by the contestants and two disinterested persons appointed by the Garden Committee.

6. All contestants must exhibit not less than five varieties of vegetables with the exception of potatoes.

7. The lots will be measured by the Garden Committee and investigated frequently throughout the season. The records kept on individual blanks will also be recorded so that at the end of the season a correct estimate of the care and appearance of the garden may be made.

PLANTING TABLE

Vegetable	Quantity required for 100 feet of row	Distance Apart		Depth of Planting	Time of Planting
		Rows	In Row		
Asparagus, seed	1 ounce	1 to 2 ft.	3 to 5 in.	1 to 2 in.	Early spring
Asparagus, plants	60 to 80	12 to 24 in.	15 to 20 in.	3 to 5 in.	Early spring
Beans, bush	1 pint	18 to 24 in.	5 or 8 to ft.	½ to 2 in.	April to July
Beans, pole	½ pint	3 to 4 ft.	3 to 4 ft.	1 to in.	May and June
Beets	2 ounces	12 to 18 in.	5 or 6 to ft.	1 to 2 in.	April to August
Brussels sprouts	¼ ounce	24 to 30 in.	16 to 24 in.	½ in.	May and June
Cabbage, early	¼ ounce	24 to 30 in.	12 to 18 in.	½ in.	March and April. (Start in hotbed during February.)
Cabbage, late	¼ ounce	24 to 36 in.	16 to 24 in.	½ in.	May and June
Carrot	1 ounce	18 to 24 in.	6 or 7 to ft.	½ in.	April to June
Cauliflower	¼ ounce	24 to 30 in.	14 to 18 in.	½ in.	April to June. (Start in hotbed during February or March.)
Celery	¼ ounce	18 to 36 in.	4 to 8 in.	⅛ in.	May and June. (Start in hotbed during March or April.)
Corn, sweet	¼ pint	30 to 36 in.	30 to 36 in.	1 to 2 in.	May to July
Cress, upland	½ ounce	12 to 18 in.	4 or 5 to ft.	½ to 1 in.	March to May
Cucumber	½ ounce	4 to 6 ft.	4 to 6 ft.	1 to 2 in.	April to July
Eggplant	⅛ ounce	24 to 30 in.	18 to 24 in.	½ to 1 in.	April and May. (Start in hot-

PLANTING TABLE—*Continued*

Vegetable	Quantity required for 100 feet of row	Distance Apart		Depth of Planting	Time of Planting
		Rows	In Row		
Kohl-rabi	¼ ounce	18 to 24 in.	4 to 8 in.	½ in.	March to May
Lettuce	½ ounce	12 to 18 in.	4 to 6 in.	½ in.	March to September
Melon, muskmelon	½ ounce	6 to 8 ft.	Hills 6 ft.	1 to 2 in.	April to June. (Start early plants in hotbed during March.)
Okra, or gumbo	2 ounces	3 to 4 ft.	24 to 30 in.	1 to 2 in.	May and June
Onion, seed	1 ounce	12 to 18 in.	4 or 5 to ft.	½ to 1 in.	April and May
Onion, sets	1 quart	12 to 18 in.	4 or 5 to ft.	1 to 2 in.	Autumn and February to May.
Parsley	¼ ounce	12 to 18 in.	3 to 6 in.	½ in.	September and early spring
Parsnip	½ ounce	18 to 24 in.	5 or 6 to ft.	½ to 1 in.	April and May
Peas	1 to 2 pints	30 to 36 in.	15 to ft.	2 to 3 in.	March to June
Pepper	1-8 ounce	18 to 24 in.	15 to 18 in.	½ in.	May and June. (Start early plants in hotbed during March.)
Potato, Irish	5 lbs.	24 to 36 in.	14 to 18 in.	4 in.	March to June
Radish	1 ounce	12 to 18 in.	8 or 12 to ft.	½ to 1 in.	March to September
Rhubarb, seed	½ ounce	30 to 36 in.	6 to 8 in.	½ to 1 in.	Early spring
Rhubarb, plants	33 plants	3 to 5 ft.	3 ft.	2 to 3 in.	Autumn or early spring
Ruta-baga	¼ ounce	18 to 24 in.	6 to 8 in.	½ to 1 in.	May and June
Salsify	1 ounce	18 to 24 in.	2 to 4 in.	½ to 1 in.	Early spring
Spinach	1 ounce	12 to 18 in.	7 or 8 to ft.	1 to 2 in.	September or very early spring.
Squash, bush	½ ounce	3 to 4 ft.	Hills 3 to 4 ft.	1 to 2 in.	April to June
Squash, late	½ ounce	7 to 10 ft.	Hills 7 to 9 ft.	1 to 2 in.	April to June

The planting dates in the diagram should be changed for other localities about as follows:
Figure 10 days EARLIER on Washington-Cincinnati line.
Figure 10 days LATER on Albany-Detroit line.
Figure 26 days LATER on Boston-Central Michigan line.
Figure one month LATER on Maine-Northern Michigan line.

8. If weeds are found choking the v tables, the contestant is notified. On the ond inspection, if the garden is in the s condition and no good explanation can be m the contestant is dropped from the contes

A very important feature and one should be given special attention is the : exhibition by all competitors for the prize

Tables for planting, recommended by the tional Emergency Food Garden Commiss are found on pages 118 and 119.

CHAPTER VII

THE COMMUNITY MARKET

(Plan Recommended by the U. S. Bureau of Markets.)

THE object of the community market is two-fold: to provide a quick and sure market for the producer for perishable goods at a reasonable profit, and to give consumers who will pay cash for their goods and carry them home a dollar's worth of actual products for a dollar. The elimination of the middleman is not intended. The middleman has a distinct function to perform in the working out of the sane economic scheme of things. Sometimes there are too many middlemen, in which case the superfluous ones will be automatically eliminated if the plan of operation is a sound one. If the plan is not a sound one it will fail.

The question of public markets is not a sim-

ple one. The United States Government h considered it of sufficient importance to wa rant the establishment of a Department Markets under the Department of Agricultu Previous to 1913 all of the emphasis had be placed on production, with the result that t problem of distribution began to loom larg Farmers found that the net profit from a sma crop was greater than that from a large cro that could not be marketed, to advantage. similar condition developed after the gre food production drive of 1917 and to meet thi condition the Bureau of Markets was given a additional appropriation for emergency mea ures.

Scarcely had this country become involve in the world war before American women re ognized that the question of cheaper and mor efficient methods of distributing and marketin food products, particularly fresh farm proc uce, was to be a leading one. Up to the tim these women began to consider the question c markets, things had been going rather slowl The Bureau of Markets in 1915 sent out a que

tionnaire to 585 cities of 10,000 inhabitants or over, and of this number only 189 had municipal markets of any kind. "We can not deny that club women and groups of women generally have done much constructive agitating," said an official of the Bureau of Markets. The fact is, successful community or retail public markets have been set going all over the country which will become flourishing municipal institutions. In the first year of the war Pennsylvania had twenty-one such markets and New Jersey nineteen—for all of which the women were directly responsible. The problem of securing good products more cheaply, thus making an appreciable reduction in the average budget which the housewife must set aside for food, has always proved a baffling one to every agency concerned in the quest. Through the personal efforts of the women and their intelligent and enthusiastic "agitation," cities, in an attempt to aid their population in the war program, are awaking to the fact that they have been very lax in assuming proper obligations in relation to their food supply.

Study Your Field First.—Every locality do not need an established municipal mark Those who are truly interested in serving the country should ascertain a few general fact Has the town or city a municipal or farmer open market? If so, is it conducted accordin to the most approved methods, and are resul satisfactory to producer and consumer? If no is there need of a market of any type in th community? Inasmuch as the usefulness of market depends on the support given it by th consumers, the tributary producers, and th local dealers, it is well worth while, befor expending time and money on the project, t determine the attitude of these people towar it. In meetings called for the purpose o through the press, it is possible to ascertai the general sentiment. The Bureau of Market advises that if all are apathetic and there i no definitely expressed desire for a marke then a city's energies might be turned mor profitably to other lines of improvement. How ever, the women have not always adhered t that policy. Apathy and general lack of inter

est have not deterred them, and in many cities they have educated, agitated and demonstrated until all elements have been entirely converted.

Before any sort of a market project is undertaken or planned the best thing to do is to consult the Bureau of Markets, Department of Agriculture, at Washington. The Government established it for this purpose and the surveys it has made, the plans it has developed, the successes and the failures it can cite will prove vastly interesting and valuable. The director in charge of the project of the Bureau known as "Distribution and City Markets" is always ready to extend the helping hand. It is also well to bear in mind that every state has its Agricultural College, its Farm Bureaus or other authorized agencies fitted to deal with such matters and the interest and the active coöperation of all such agencies should be immediately sought.

The City Market.—No set of rules or general plan can be suggested that will apply with equal success to city and small town community markets, as the problems of each class of city and

even of each locality are different and must
studied individually. City women contempl
ing undertaking a community market would
well, after consulting the Bureau of Marke
to communicate with those who have esta
lished markets in other cities. One of the mo
interesting of these is that opened under t
auspices of the Woman's City Club of Chica
at 90th Street in the South Chicago neighbo
hood. From the first the market encounter
opposition of various kinds from the local ma
ket men, from politicians, and from commi
sion men. Despite this great handicap the ma
ket is successful and is in continuous oper
tion. The people of the neighborhood ha
wanted a market for a long time. They ar
interested in the work and like it, and though
was established primarily for the families o
men employed in the steel works and rollin
mills in South Chicago, it has proved attractiv
to patrons from neighboring districts. No on
who is not an actual producer is allowed to sel
in the market, and these people find it profit
able as they often sell three or four loads daily

The rapidity with which the products are sold acts as a safeguard against unsanitary conditions. The women connected with the enterprise and who are interested in its success believe that they have made an opening wedge by which women may enter into a trade particularly adapted to their capabilities and where their experience will be of special service to the public. Chicago women are even discussing the feasibility of developing and using waterways throughout the middle west for the purpose of extending this market service. It is confidently asserted that waste has been checked in a great degree in Chicago households, but that waste does occur on the journey from the producer to the consumer is a fact not to be disputed. Details of the plan which has been followed with so much success in Chicago can be had from headquarters of the organization at 120 West Adams Street, Chicago, Ill.

How One City Organized.—Strikingly successful also has been the community market established by the women of Atlantic City. Several women toured by motor through several

counties of New Jersey and ascertained t the farmers of that section had increased th production fifty per cent in answer to the emergency call of the Government. Return to the city these women called a meeting which a representative of the State Agric tural Department was asked to speak. T speaker said he had long had in mind a co munity market but that he had been unable secure a location. The women immediat asked if he would secure the coöperation of t farmers provided they could secure the lo tion. The gentleman expressed some dou He said the problem was a serious one; t enterprise had never been carried out succe fully, and the farmers were very skeptical such a market. But the women did not inte to fall back before the armies of Gene Apathy or even General Opposition. They s cured the permission of the City Commission to hold the first meeting, as an experiment, a vacant lot. Twenty-three farmers came t first day, twenty-eight the second and thir the third. "By this time," said Mrs. John

White, who was largely instrumental in establishing the market, "the hucksters and the retail dealers became alarmed and brought so much pressure to bear on the City Authorities that we were declared a 'public nuisance' and ordered to leave."

This pronounced opposition only showed the women the success of their venture and encouraged them to go on. Seeing the success of the enterprise a public spirited citizen offered the use of a splendid lot well located, and within a day or two the market was moved to this new location. As the City could not be induced to give money for a shed, a patriotic and public spirited woman came to the rescue and provided funds, and a shed 100 feet long was hastily built. After the first day this shed had to be enlarged to 150 feet in length, and from that time until after Thanksgiving day about forty farmers were represented three times a week. The hours were from 5:30 to 9:30 A. M. When cold weather forced the farmers and their patrons indoors a garage was offered and the market moved into winter quarters. The

sales from the market in six weeks amo to over $19,000 and a conservative esti placed the saving to the consumer at more $5,000. A nominal price was charged to farmer for the privilege each day, this am going to cover the slight overhead expense member of the State Agricultural force furnished and was on hand each day to r late prices and see that honest baskets sold. The prices were always a little more the farmer would have received from com sion men and less than the retail price to consumer, so both were pleased.

Practical Plans for Small Cities.—It is by experts that certain types of popula lend themselves more readily to the munici market idea than others. Cities having a la foreign element and a well developed mid class usually give most loyal support to s a project. Those who live in cities of fr 25,000 to 50,000 inhabitants should immediat consider the question of a municipal mark For all smaller places the open market will found advisable for a beginning. It can

started with little expense of time and money; it can be moved easily, provided the first location is found to be faulty; it can be used as a means to determine the degree of support which would be given to a larger project by producer and consumer. The open markets have served to promote interest and enthusiasm in a community for this form of more direct dealing. With a curb or a vacant lot costing nothing as a site, and with a few farmers who are willing to sell in this manner, there is everything to gain and very little risk in making the experiment. Having secured the use of a vacant, centrally located lot, those interested should immediately set about to enlist the interest of the producers, either directly or through the Farm Bureaus or Agricultural Department of the State.

Examples of Successful Markets.—A very practical plan was followed with success by the women of Worcester, Mass. This plan was later expanded and developed. A complete survey of all the women's organizations was made early in the spring and women were asked to

give, as far as they could at that time, an e
mate of the kind and quantity of vegetab
they would need during the summer and co
ing fall. Farmers, through the Agricultu
agencies, were then urged to produce acco
ingly. The community markets at Worces
and at Gardner, Mass., are called Farme
Exchanges. Here the farmers bring their pr
ucts on two days in the week and the hou
wives may buy fresh fruits and vegetables
nominal prices. A striking example of a su
cessful community market is found in Indian
where it was developed out of classes in demo
strating canning and preserving. In India
apolis between three and four hundred wom
came each week to these classes, and the
tendance throughout the state was correspon
ingly large. Mrs. Carl G. Fisher, Chairm
of the Committee on Food Conservation f
the state, opened a market for the disposal
surplus food prepared at these demonstration
Farmers and other producers were invited
bring their surplus and the success of the ve
ture was amazing. On the first day the enti

stock on hand was sold for $4.75. Just one month and ten days later the sales in one day amounted to $960.00, and the activities of the enterprise have steadily increased. Rhode Island tried an interesting experiment at a time when the peach crop was unusually heavy and farmers could not sell at a profit. The Housewives League started a campaign among the women to buy peaches direct from the producers, and canning peaches became quite fashionable.

While it is not possible to give a working plan that is adaptable to all communities, the examples given will prove that the community market is a practical and a permanent outgrowth of the work of women during the first year of war; and anyone interested may gather from the cases given, or from the sources mentioned, what information they may desire in order to begin the experiment in their own community.

An Expert's View.—On the subject of retail public markets, Mr. G. V. Branch, Investigator

in City Marketing, Office of Markets and Bu
Organization, says:

"There are some very difficult problems
work out in the successful establishment
even such an old-fashioned and apparently si
ple institution as a public market. Althou
a century ago the task was simple, the prese
complexity of the marketing system and t
extraordinary demands in the way of servi
which are evidenced on all sides, have great
increased the difficulty of suiting an old-ti
project of this kind to more modern life. T
attempt is met with disappointing results in
great many cases, due, however, to no fault
the principle itself. Public retail markets—o
dilapidated, mismanaged, and filthy—are n
merous. Well equipped, sanitary markets,
modern construction, efficiently conducted, a
scarce. Being usually left to run themselv
they have done so, quite naturally selecting t
path of least resistance, which, unfortunatel
is down grade. Given a fair start and conti
ued good business management, a municip
retail public market should be a success in a
average city that is large enough to suppo
such a project.

"There are many who condemn a market unless, from the beginning, it affords lower prices. While this is a result that can reasonably be expected in well-directed institutions, nevertheless, plenty of time must be given for the balancing of the many factors that enter into price establishment. When a market is once firmly on its feet it would seem that a city could legitimately ask from it the following service: it should give to patrons who will pay cash for their purchases and carry them home a dollar's worth of actual products for a dollar. In other words, when a buyer does not demand or use credit and delivery service he should not be charged for it. Municipal markets should also reflect to the consumer the saving which is made possible to the dealer through low rent for his stall and equipment, as well as any other reductions in overhead expense. Patrons should be able to find at a market a larger and fresher assortment of food products than the average private establishment offers. Due to the possibility of closer official inspection, the consumer has a right to look for increased protection in the matters of quality, weight, and measure.

"When once a city has committed itself to a municipal market system, it is immediately

confronted with innumerable problems. So tle information is available on the subject t it usually must become a matter of experim tation. A serious mistake is often made at t point. Instead of having a competent engin or architect carefully study the problem a report, it is usually the custom to send a de gation of city officials on a junketing tour, so of whom may incidentally observe the mun ipal markets of the places visited. This wo not be so detrimental if only the cities inspec were possessed of even semimodel marketi institutions. More often they are of a medio type, and are far from fit to serve as patter when the possibilities of a modern municip retail market are considered."

The "Farmers' Line."—The success of public market often depends upon the size a character of its "farmers' line." There seem to be an innate desire on the part of housewiv to buy from the producer and in the open. Co sequently it behooves a city to study the trib tary rural population. If a good truck growin section is already developed within driving di tance, there should be no trouble about lack c

supplies for the market, unless the growers produce their crops in such large quantities that they are forced to sell at wholesale. If there is little truck growing in the region, however, methods of encouraging the farmers to take up that work should be employed.

Type of Market.—The form of market most in favor is a combination of an inclosed building, for the sale of meat, fish, butter and other products that should be protected, and an open space where the market wagons of farmers and hucksters can be accommodated. The street curb adjacent to the market hall is often used for the latter purpose, but as a rule a location inside of the property line is better. This open section should be equipped with sheds, if possible, for the protection of both buyer and seller. An enclosed market building with no provision for producers' or hucksters' wagons usually finds favor only in the larger cities, where open space is not available.

Location of Market.—If there is one consideration more important than another when the possibilities of success of a public market are

being weighed, that one is location. Ma
city has invested a goodly sum in a retail
ket only to find that they had foredoomed
failure by selecting an out-of-the-way plac
judging the accessibility of a market site
factors are of prime importance: the num
of patrons who will walk to the market,
the transportation facilities. A market
a large tributary population within walking
tance may save hundreds of dollars a da
these buyers in car fares. On the other ha
the patron from a distance should be able
ride very near the market entrance with as
transfers as possible. In selecting a ret
market location, the demands of the fut
should always be kept in mind. Provisions
expansion of the market plan as the city gro
have been too often overlooked by municip
ities.

Construction of Market House.—Ot
things being equal, a market house which
good breadth is preferable to a long, narr
structure that it is necessary to build wh
erected in a street. The broader market len

itself to a more desirable arrangement of stalls and general equipment, while the handling of products is facilitated. The object which every city should strive to attain in the construction of a municipal market is the highest degree of convenient and sanitary equipment at the minimum of cost. The mission of a market is to increase the efficiency and decrease the cost of food distribution; consequently, needless expenditure of money is out of harmony with the purpose to be fulfilled. The following points should receive special attention and study. All counters should be raised far enough from the floor to permit of thorough scraping and washing underneath. Floors should be of non-absorbent material and so laid that they will drain thoroughly. Ample arrangements for flushing are necessary. Inside walls should be of non-absorbent material, such as glass, marble, tile, soapstone, or slate.

Financing the Market.—When funds of any considerable amount are needed, the ordinary bond issue is used most commonly to provide for the establishment of city markets. When

curb or other unimproved open markets used, the small expense incurred can be from the funds of some established departm of the city government. Whatever systen operation is decided upon it is very essei that in leasing market stalls the city re full control, making the duration of the li short, and tenure subject to full complii with all the rules and regulations of the n ket. Inasmuch as a public market is a c munity institution, paid for and sustained of public funds, all values which it cre should be returned to the municipality, ex a fair remuneration which must necessarily paid the stall renters in the shape of pre for the service which they perform. Th should be no subletting or transfer of sta unless unusual conditions seem to justify s action.

While the municipal retail market surely its place in the present system of food distri tion, its introduction should be accompan with even more mature judgment than wo attend the establishment of business insti

tions by private agencies, for, in committing itself to the retail market policy a city is departing somewhat from the conservative path. The public market is not a panacea for the weaknesses of the retail system, nor is it advocated that its use should displace the old established agencies of retail marketing. Rather, its service should supplement, coöperate with, and to some extent regulate that which they give.

CHAPTER VIII

THE COMMUNITY KITCHEN

THE Community Kitchen, long dreame and spasmodically experimented with in ous localities, began to come into its ow the first year of war, and in the second yea kitchens grew where one had grown be These kitchens are of two kinds: those c ated during the summer months for the can and drying of food for winter use, and t operated all the year round for the pur of providing wholesome, well-cooked foo nominal prices to school children and to w en who work and who have no time to de to marketing and cooking.

Coöperative Canning and Drying.—The p lic coöperative kitchen for canning and dr of food came into existence on a large scal a war emergency measure, and in answe

the Government's insistent demand that no food be allowed to waste. Practical encouragement has been given to the enterprise by the Government through the Department of Agriculture, and those interested should write for Farmers' Bulletins Nos. 916, 903, and 841. Government experts have studied various phases of the work and are prepared to furnish valuable information and advice to those who seek it.

Municipal or Government owned drying plants have been in successful operation in European countries for years. Such plants provide village communities with a convenient and simple method of drying all sorts of produce of the home garden and orchard, as well as the vegetables and fruits shipped to the community, which might be allowed to go to waste at the stores and market places. The advantage to the busy farmer's wife in the country community can not be overestimated. Her work is heaviest in the summer when vegetables and fruits must be saved for winter use. The establishment of a community drying plant

at a school, country church, or centrally l
farm home would offer a great relief fro
heavy kitchen duties. The housewife
clean and slice at least a portion of the
and vegetables she desires to conserve
take or send these to the community d
plant, calling for the dried product later.

Municipalities might well establish
from municipal funds, the work being s
vised by the city council or other town a
ity. If the plant is not a municipal pl
is best to place it under the guidance of
association already in existence, or a s
community club organized for the purpos
one community where a drying plant w
tablished a special community club of ap
mately sixty families was organized, prin
to look after the operation of the drying
The officers, consisting of president, vice
dent, secretary and treasurer, constitut
executive committee, and are entrusted
power to act. A simple form of consti
and by-laws was adopted at the first me
and meetings are held monthly or oftener

necessary, usually at the drying plant, which, in this community, is in a room of a church building.

Employ a Caretaker.—Whether the plant is operated by a municipality or by a community club, it is necessary to have a caretaker who will be at the plant during certain hours of the day to receive and deliver fruit and vegetables, to keep the plant in proper condition, and to keep the fan and motor running. Usually it is best to have the plant open to the public from two to four hours a day, say, from 10 to 12 o'clock in the mornings and from 4 to 6 o'clock in the afternoons. The caretaker should live near the plant. In case a community plant is established in a country district it would be well to have the plant located at the home of the caretaker.

The caretakers may be paid by the hour for their services, and the money may be obtained by making a charge of from two to five cents a tray for the privilege of drying. Unless the motor power is supplied by the municipality, club, or some public-spirited individual, it is

necessary to make this charge sufficiently to cover cost of operating the motor.

Cost of Equipment.—The problem in communities is to start work without an o of $1,000 or more that is necessary wh large, standard drying machine is used. I plants are in operation on a much more nomical basis. Such plants may easily be structed from material obtainable in any munity, at a cost of approximately $250 certain of the material is furnished by t who happen to have it on hand, this co reduced. A simple long cabinet is constru ordinary flooring being used for the bottom either flooring or wall boards for the and top. For convenience the openings placed at the top of the cabinet. The su holds the lids firmly in place. In practi has been found unnecessary to use lid faste Such a dryer could easily be built to hold hundred trays, each of the five compartm containing twenty trays arranged in tier ten.

Material Required.—Such a plant was

structed at Lincoln, Nebraska, where it was operated with great success. A bill of material required is as follows:

2 pieces—2″ by 4″ by 12′ long; 7 pieces—1″ by 6″ M. F. by 18′ long; 2 pieces—1″ by 4″ by 16′ long; 4 pieces—1″ by 4″ by 18′ long; 1 piece—1″ by 4″ by 12′ long; 1 piece—1″ by 3″ by 16′ long; 1 piece—1″ by 2″ by 16′ long; 1 piece—1″ by 2″ by 14′ long; 4 pieces—1″ by 1½″ by 18′ long; 2 pieces—½″ by 1″ by 10′ long; 2 pieces—½″ by 1″ by 14′ long; 2 pieces—¼″ by 1″ by 18′ long; 1 piece—¾″ by Q. R. by 18′ long; 1 piece wall board—48″ by 49′; wire screen, 24″ by 40″ for intake end.

This is bill for cabinet without fan.

Trays for Drying.—The tray 18 inches by 36 inches has been found to be admirably adapted to community work. It holds about the quantity of material of one kind ordinarily brought by the family for drying. It is light and easily handled, the support across the top serving as a convenient means of lifting. These trays should be made of very light material, with wire-screen bottoms and wire screen at one

end, the other end being left open. screened end prevents light material fro ing drawn through, while the open end pe free access of air and ease in emptying t The screened end should always be t toward the fan when suction is used. same type of tray is admirably adapted t electric-fan method of home drying by sta these trays one on the other and placin fan at the open end of the trays. Follo is a bill of material for making 100 tray pieces—½″ by 2″ by 12′ long; 38 pieces by 1½″ by 12′ long; 50 yards wire scree inches wide. The wire-screen trays shoul paraffined to prevent the sliced fruits and v tables from sticking. This can be done e by warming the wire and applying melted affin with a brush. If any of the paraffin the meshes they can be opened by holding a stove until paraffin melts and distribute self over the wire. The paraffin prevent possibility of discoloration of fruits and v tables by coming in contact with the wires.

The Fan.—Any type of fan which mov

sufficient quantity of air can be used. Usually an old ensilage cutter blower fan or a separator fan used on a blower thrashing machine can be found in the community and adapted to the exhaust end of the cabinet. Suitable fans may be purchased from any of the fan manufacturing companies at from $25 to $50. The most important point to watch in the construction of a plant of this type is the fan. It should be simple in construction, easy of operation, and, above all things, large enough to move great quantities of air. When 100 trays are filled with fruits and vegetables it is necessary to move the air rapidly to prevent souring and molding. The main point to keep in mind in the selection of a fan is to get one that will move a sufficient quantity of air.

The Motor.—The fan may be operated by an electric motor of from 2 to 5 horse-power or by a gasoline engine of similar power. With an electric motor the only attention needed in operating is oiling the fan and occasionally the motor. A gasoline motor will require more attention in the way of oil and fuel supply, but

even this is simple to operate and understood in every community.

Use of Heat in Drying.—Experience has taught that a better colored and better flavored product is obtained if no artificial heat is applied. Even in arid countries, however, and always in humid countries, it is best to have equipment for heating. This will be needed when the air contains much moisture, as during rainy weather. Heating the air in the room in which the drying is done will lower its humidity and facilitate the drying. If the temperature of the air is raised above 120 degrees Fahrenheit, however, some of the dried products may be discolored or the natural flavors may be changed. The simplest method of raising the temperature of the air is by having the intake end of the drier in a room in which there is a stove. The stove should be within a few feet of the intake end. Caution should be observed to avoid fire in view of the strong draft flowing from the hot stove to the inflammable drier.

A Model Club.—One of the most successful

of the canning and drying clubs in America is that inaugurated and operated by twelve girls of Harvard, Massachusetts, and the plan followed is worthy of study. Amateur work is often excellent, but there is always the element of chance in it, because the knowledge of the fundamental principles is apt to be superficial, and so the Harvard girls decided to begin their work by taking a thorough training that would be a solid groundwork for whatever branch they might choose to specialize in later. A fund was subscribed and a paid demonstrator engaged to instruct the class every Saturday during the spring. Upon hearing of the plans the Worcester County Farm Bureau showed its interest by arranging for its Junior Club Supervisor to visit the demonstration room every other week and pass judgment on the work.

There was no entrance fee, no club dues to pay, no charge for instruction, and no expense for the girls of any kind. Only one thing was earnestly asked for and expected of them—that they would work seriously and with patriotic

enthusiasm, always keeping before them the desire to give their best efforts in this work for their country.

Canning Outfit.—The canning outfit consisted of a home canner, costing $50.27; a water-seal canner that held ten jars satisfactorily, costing $9; and a pressure cooker, holding four one-quart jars, three two-quart jars, or six pint jars, and costing $20. All of these canners are said to be excellent, but each has its especial advantage. For instance, things that need long cooking can be done in less time in the pressure cooker, and for canning meats it is unsurpassed. For commercial purposes where attractive appearance is essential, the water-seal canner will be found especially satisfactory. The home canner, while excellent in every respect, has the advantage of being large enough to turn out the greater number of jars at one time. "We used glass jars entirely for our canned products," said the director of this club, "and nearly everything was done by the cold-pack method. Not one of our jars spoiled. But the rubber rings should be tested as to

whether they can stand sterilizing without softening, and perfect cleanliness is imperative. Over one thousand jars of canned food were put up by the club and over one thousand jars were put up by the girls in their homes."

Evaporating Outfit.—The evaporating outfit used with success by this club consisted of two evaporators, which could be attached to a stove flue inside, or used outside, capacity ten bushels; and a cook-stove drier, costing $6 which has eight galvanized wire-cloth trays and which can be set on any ordinary cooking-stove or on an oil stove. A bushel can be evaporated at one time in this drier. The club also had four apple paring machines and two vegetable slicers. By having such conveniences as these a great deal was accomplished in a short time. Any child can prepare a large crate of apples in an astonishingly short time with these machines.

The aim of the club was to conserve the food that contained the most nutrition, and about 136 pounds of sweet corn was evaporated. One pound of evaporated corn just fills a quart box

and equals half a bushel, or three and one-half dozen ears. It is said that when the corn is brought fresh from the field and evaporated immediately the quality is exceptionally good. "We were able to do this with practically all of our food," said the director of the club, "and this proved to be one of the great factors in the successful results we had."

Methods of Conserving Food.—The two methods of conserving food—canning and drying—fill different needs, and one can not take the place of the other. Canned goods are convenient for immediate use. In the army, for instance, where weight and bulk count so much in transportation, evaporated goods are especially valuable. The high cost of tin, glass, and sugar makes canning a luxury for many, while the only expense attached to evaporating is in the cost of the evaporator and the fuel to heat it, which amounts to little.

Business Basis Advisable.—Everywhere the opinion is expressed that such enterprises should be placed on a business basis from the beginning. A private enterprise can never ac-

complish the far reaching results that are possible when the municipality is responsible. In order that such clubs may be of permanent value they should become town activities and not be dependent on any private individual. The members of the club should be given thorough instruction without cost to them. By the end of the first season the work should have demonstrated its worthiness to live and the municipality should see that it is placed under the supervision of the Farm Bureau or some equally established agency so that it may become a permanent and self-supporting activity. In many places the work has been started on funds raised by benefit entertainments, private theatricals, tableaux, motion pictures, etc. After equipment has been provided for, a systematic campaign is necessary to get the needed supply of fresh fruits and vegetables.

Ideal Location Is School.—It goes without saying that the school is the ideal place for the kitchen, especially if it is a modern school, fitted with ranges, etc. The assistance of the home economics teacher is usually easy to secure,

and if possible it is better to pay the demonstrator from the beginning. In Fairfield County, Connecticut, the women worked an interesting plan for financing their work. They got twenty banks to coöperate by loaning money on "character notes." In order to stimulate an interest and instruct the women, they issued two bulletins, one on the cold pack method of canning and one on drying and evaporating. These women sold at cost to the women of the community between 400,000 and 500,000 glass jars and 600,000 rubber rings. The organization manufactured its own canning outfits, using the style of container recommended by the State Agricultural College.

Some Practical Suggestions.—In taking up the work of community canning and drying, follow one set of instructions, otherwise it is easy to make fatal mistakes. Begin by learning the conservation of the simple, inexpensive products of the garden and orchard that would otherwise go to waste. Do not attempt to can imported products; to teach the canning of pineapple and bananas in the Northern and

Western states and neglect the canning of beans, peas, and tomatoes is a serious mistake. Become familiar with the requirements of the Federal Food and Drugs Act of June 30, 1906, as amended, especially the requirements in regard to the statement of net weight or measure, and the state laws governing grade, weight, labels, and trade marks of all canned goods. Canned goods prepared for sale within a state are governed by state regulations; canned goods prepared for inter-state shipment come under the requirements of the Federal Food and Drugs Act, as well as state regulations. The Department of Agriculture recognizes two types of canning demonstrations—one for club members and one for training of teachers and leaders.

Expert Advice Available.—The United States Department of Agriculture at Washington, the National Food Administration at Washington, and every State Agricultural College has much valuable information, and no group of persons should undertake a community canning and drying enterprise until advice

has been obtained from such recognized authorities.

Year-Round Community Kitchens.—The permanent, all-the-year-round community kitchen can hardly be said to be a widely demonstrated success, although the necessity of war forced many intensive experiments on a rather ambitious scale, and many of these kitchens are operating with pronounced success. Perhaps the most successful of these "neighborhood kitchens" are those conducted in New York City by the Home Economics Department of the National League for Woman's Service. The first in the chain of community kitchens started in 1917 by this organization was opened at No. 409 East 50th Street and volunteers cheerfully cooked for the women with household cares who worked in the shops, factories or stores. The day this kitchen opened more than fifty women workers of the neighborhood stopped in the morning on their way to work and left their pails which they called for at noon. This number rapidly increased and soon there came an insistent demand for lunches for the school

children. Arrangements were made to furnish these lunches for five cents each, with one cent extra for a cup of cocoa, and through a fund started for the purpose free lunches are given to children who can not afford to pay. To avoid humiliation or embarrassment, lunch cards are issued to the children through their school principals. The first day these lunches were served thirty children enjoyed the privilege and the second day the number had jumped to more than one hundred.

Other community kitchens were opened later in answer to definite requests at a time when the question of coal in New York was an extremely vital one. Many women reported that their children were suffering because they could not get coal to cook with. It is estimated that to open a community kitchen in a city, not less than $500 working capital will be required although, with good management, the kitchen should soon be placed on a self-supporting basis. Kitchens should be kept open every day from 11 A. M. to 6 P. M. so that dinner as well as lunch may be secured. An average of one

hundred a day are served in the New York kitchens. Among the things served are macaroni, beef loaf, soup, stew, and rice muffins with prunes, or stewed fruit. The only paid worker attached to the kitchen is the cook who receives $12 a week, though Mrs. Guy Tolman, who was largely responsible for the success of this chain of kitchens in New York, advises that in order to get the best results, more paid help should be employed.

CHAPTER IX

ORGANIZATION OF THE RURAL COMMUNITY[1]

(Plan Suggested by the United States Department of Agriculture.)

In the New World, particularly in New England, the methods of founding settlements generally promoted an organized rural life. Sometimes a minister of a church gathered a congregation about him, led them out into the wilderness, and planted them on the soil with the church as the center of community life. Even where this particular type of "swarming" was not followed, the grant of land was commonly made, not directly to an individual, but to a town or township, and the individual in turn got his grant from the town or town-

[1] Adapted from bulletins of the Department of Agriculture prepared by T. N. Carver, Director Rural Organization Service.

ship. The management of the common lands was a perennial problem calling for the effective organization of all the citizens of the township. The townships became, therefore, the units of local government. Being a small and effective unit, and having certain definite problems of an economic nature forced upon it, the township easily undertook other tasks of a voluntary nature, such as drainage, operations, the branding of livestock, the appointment of herdsmen to guard all the cattle of the town, the fencing of common lands, the construction of roads, etc.

Not only in New England, but everywhere on the frontier, there were common overwhelming needs, such as common defense, clearing of the forest, the erection of buildings, and other tasks demanding the united strength of the whole community, which forced the people into a kind of coöperation. After the passing of the frontier days there remained such common interests as the local school, the care of roads, the maintenance of the cemetery, to bring the people together around a common interest and

give the neighborhood at least the germ of an organization.

Under the public-land policy of the Federal Government, however, particularly under the preëmption and homestead laws, an extremely individualistic method of settlement was promoted. While this policy doubtless served important public purposes, it tended to promote disorganization rather than organization. Lately the tendency has been to take the roads and schools out of the hands of the local units and put them directly under county and state administration. This change probably insures a higher administrative efficiency, but it undoubtedly tends to remove the last vestiges of the old basis of rural organization. It is doubtless to be desired that this centralizing process should go on until the entire school system of a state is administered as a unit and every country child is provided with as good a school as any city child. At the same time it will be necessary to find a new basis of organization to take the place of the old bases which have been swept away.

Efforts at Reorganization.—Beginning with the granger movement of the late sixties and the early seventies of the last century, the country has witnessed a series of movements, some ephemeral and some lasting, looking toward a reorganization of rural interests, until we now have the National Grange, which is the dominant agricultural organization in the northeastern section; the Farmers' Educational and Coöperative Union, which is very strong in the South; the Gleaners, who are particularly strong in Michigan and parts of adjoining states; and the American Society of Equity, which is strong in the entire Northwest; besides many smaller organizations. Experts are of the opinion that it is doubtful if any one of them has yet demonstrated that it has found the key to universal success in this direction. There seems to be need, in the interest both of these existing organizations and of the multitudes of farmers not yet affiliated with any organization, that a permanent body of some kind should begin a comprehensive study of the whole problem of organizing rural life for eco-

nomic, sanitary, educational, and social purposes. Perhaps the present tendency to a more general and more closely-knit organization of the individual rural communities may be preparing the ground for a larger and more far reaching association in the future. No more practical plan exists for the organization of rural communities than that suggested by the Department of Agriculture through the bulletins prepared by Mr. T. N. Carver, Adviser in Agricultural Economics, from which the following outline and explanations have been prepared.

Outline of Plan.—This is not a plan for the "uplifting" of the farmers, who are quite capable of taking care of themselves, although they have not yet taken up the work of *organized* self-help as completely as could be desired. It is hoped, however, that these suggestions may persuade many of them to study the need for and the results of organization, and to act in accordance with the results of their study. No single plan of organization will suit all rural communities. There must be a clear and

definite need for organization before any organization can hope to succeed, and they who are on the ground and who know the local conditions must determine for themselves how far this plan fits the case. It is of the utmost importance that careful study should precede action. Hasty, ill-considered action is likely to lead to mistakes and failures. A few bad mistakes and conspicuous failures will discredit the whole movement and put it back for a generation.

The plan is similar to that of the chambers of commerce in some of our large cities. The whole membership of the organization is to be divided into committees, each member being assigned to one committee. Naturally each one should be assigned to that committee whose work interests him or her most. There should be a central or executive committee composed of the president of the organization, its secretary, its treasurer, and the chairmen of the various committees. This central committee should direct the general policy of the organization, have charge of all property, either

owned or rented, raise all funds needed, control them and their expenditure, appoint all paid officers, such as secretaries, inspectors, packers, business managers, etc., if any are needed, determine their salaries and conduct all correspondence with other organizations of a similar character, as well as with business or banking houses, railroad companies, manufacturers, etc.

The first thing to decide is what are the principal needs of the community in question, in order that the proper committees may be constituted.

Advantages of Organization.—There is probably not a farming community in the United States which does not need some, at least, of the things named in the above outline. Yet none of these things can be secured by individual farmers working alone. Some form of "team work" will be found necessary or advantageous in every case. Team work counts as much in business competition as in athletic contests; but the team work, in either case, needs to be wisely directed according to a well-

considered plan. After long study of the question Mr. Carver reached the conclusion that the ten principal needs for organization in the average rural community in the United States are as follows:

- **Needs of Rural Communities which Require Organization.**
  - **1. Business Needs.**
    - **1. Better farm production.**
    - **2. Better marketing facilities.**
    - **3. Better means of securing farm supplies.**
    - **4. Better credit facilities.**
    - **5. Better means of communication: (a) Roads; (b) Telephones.**
  - **2. Social Needs...**
    - **1. Better educational facilities.**
    - **2. Better sanitation.**
    - **3. Better opportunities for recreation.**
    - **4. Beautification of the country-side.**
    - **5. Better home economics.**

There are now more than six and one-half million farmers in the United States; they are widely scattered; they have a great diversity of interests, many of which are difficult to harmonize, and the farmers are by temperament

an independent, individualistic class, and therefore difficult to organize. Thus it is not difficult to understand why their progress in organization has been slow.

The work of rural organization has been recognized by the Secretary of Agriculture as a legitimate part of the work of his department and this recognition bids fair to mark a new epoch in the history of American Agriculture.

"The characteristic of an agricultural specialty [says Mr. Carver] is that there is no organized market for it and it does not regularly sell at a quotable price. If it did it would not be a specialty. The isolated small farmer could scarcely make a living by growing this kind of a crop unless he were near a large city, and even there he would probably have to give as much time and thought to the marketing of his crop as to the growing of it. If he were not thus favorably located he could scarcely market his specialty at all unless he were either growing it on a very large scale, so that he could maintain a selling agency of his own, or were coöperating with a group of other farmers for the same purpose. If they were

thus organized they could make more off some of this land which is now being neglected than they could possibly make off the virgin lands of the far Northwest. But as isolated, unorganized farmers they can doubtless make more off those new lands growing a staple crop which almost markets itself. Until we succeed in developing an organized rural life—until our farmers are willing to work together instead of working as isolated unorganized units—they will continue to neglect such lands as require organization for their successful cultivation and migrate to new lands which are capable of being farmed by the old methods.

"A similar problem is met with in the promotion of irrigation farming. There are only a few places where an individual farmer can reclaim land and bring it under irrigation. Until some organization could be formed to handle the problem or until the state or federal government took up the matter, individual farmers ignored very productive irrigable land in favor of inferior land which had the advantage of being capable of individual reclamation. Again, there are vast areas which require drainage. In only a few cases can this drainage be done by individual small farmers.

"Of immediate importance in this connection is the problem of the preservation of the small farmer who does most of his own work on his own farm. His salvation depends upon his ability to compete with the large farmer or the farming corporation. Two things threaten to place him under a handicap and to give the large farmer the advantage over him in competition. If these two things are allowed to operate the big farmer will beat him in competition and force him down to a lower standard of living and possibly to extinction.

"One thing that would tend in that direction is a large supply of cheap labor. The small farmer now has the advantage because of the difficulty which the big farmer has in getting help. * * * Another thing which threatens the prosperity and even the existence of the small farmer is the handicap under which he finds himself in buying and selling. The big farmer who can buy and sell in large quantities, and also employ expert talent in buying and selling, and in securing credit, has an advantage over the small farmer who must buy and sell in small quantities and give his time and attention mainly to the growing of crops rather than to selling them. * * * When

it comes to the work of growing farm crops, as distinct from selling them and buying raw materials, the one-family farm is the most efficient unit that has yet been found. But the big farmer can beat the individual small farmer in buying and selling. Therefore, it would seem desirable from the standpoint of national efficiency, to preserve the small farm as the producing unit, but to organize a number of small farms into larger units for buying and selling. Thus we should have the most efficient units both in producing and in buying and selling."

Committee on Production.—The plan under consideration for the organization of a rural community begins with the committee on production. The greater part of the actual production can probably be carried on most economically on individual farms of a size which can be cultivated mainly by the labor of one family. This calls for very little coöperation or organization. But the study of the problems of production can undoubtedly be carried on most effectively in coöperation. If a hundred men in a community are all studying the problem of growing the crops of that com-

munity, but each man studies alone and does not exchange ideas with his neighbors, each man profits only by his own study; but if they meet frequently to discuss their common problems and to exchange ideas, each man profits not only by his own study but by that of all his neighbors. Again, much of the work of organized marketing must begin before there is anything to sell. It must begin with production. Successful marketing consists, first, in finding out just what the consumers want and how they want it packed and delivered. To get the whole community to grow a uniform product such as the consumers demand requires organization of the community to standardize its production. Again, to stimulate rivalry in improving the products of the community, both as to quality and to quantity, requires an organization to recognize and show some appreciation of merit.

The problem of marketing farm produce is the one which is now attracting much public attention and calling for organization. The problem of economic and efficient marketing—

that is, of securing for the producer the largest possible proportion of the price paid by the consumer—is largely a problem of selling by grade rather than by inspection. So long as the farmer lived within hauling distance of the consumer, so long as he could haul his produce to town and show it, this method was satisfactory. But when the producer lives at a great distance from the consumer this method becomes expensive. Wherever there is a highly efficient system of selling anything it will be found that there has been developed a system of grading and standardization; that is, the goods are inspected only once and are graded. Thereafter they are bought and sold by grade with no further inspection. But this can not be done without organization. The products of a multitude of small farmers can be made uniform as to grading and packing by an organization and by no other means whatsoever.

Committee on Marketing.—The marketing of farm products must begin, as has been stated, with the production of things that are marketable. Four accomplishments must precede the

actual selling of a product if the best results are to be secured, and each of these accomplishments calls for organization. They are:

(1) The improvement of the product. This ought to be one of the first results of coöperation.

(2) The standardization of the product through organized production and marketing.

(3) Branding. An excellent product, graded and standardized, must then be so branded or trademarked as to enable the consumer to identify it or recognize it when he sees it. That is really all there is to the stamp on the coin. It adds nothing to the intrinsic value of the metal, but it makes it circulate.

(4) Education of the consumer. The consumer must be educated as to the meaning of a stamp or trademark on goods which are excellent in themselves and uniform in quality. This may call for some form of advertising which can be financed effectively only by an organization.

Committee on Securing Farm Supplies.—There are three methods of purchasing farm

supplies coöperatively. The simplest method is that of a joint order, where a group of farmers combine their orders so as to get a given article in large quantities—say in carload lots. The second method is the same except that it involves the use of a warehouse which is owned or rented coöperatively. The third method is to run a coöperative store, which performs for the members of the organization all the services ordinarily performed by a privately owned store. A group of farmers who have not had commercial experience will usually find it wise to begin with the first and simplest of these methods rather than with the second or third. The third, in fact, is only to be undertaken after the most careful consideration on the basis of actual experience.

Committee on Farm Finance and Accounts.—The promotion of farm accounting and the study of farm accounts in order to find out what farm enterprises can safely be financed is the first duty of this committee. The next is to find out how these enterprises can be financed on the most favorable terms. These problems in-

volve many complications which, at best, could only be dealt with superficially in a book of this kind and those interested should make a comprehensive study of the subject. Probably no form of coöperation has been so successful for so long in this country as that which is known as mutual insurance. Farmers' mutual insurance companies are spread over the entire country; but they are especially numerous in the states of New York, Pennsylvania, Michigan, Ohio, Illinois, Wisconsin, Iowa and Minnesota. They are too familiar to call for further mention here. They furnish insurance at cost, they are coöperative and they serve as examples of what farmers may gain by working together for their mutual interests.

Committee on Communication and Transportation.—There is a special need that country people have the best possible means of overcoming distances which separate them from one another—distances measured in miles rather than in hundreds of miles. As the characteristic evils of urban life grow out of congestion, so do the characteristic evils of rural

life grow out of isolation. Except for a few rare souls isolation means stagnation. It is clear that any farmers' organization which aims to improve the economic and social well-being of its community must give a good deal of attention to the subject of local communication and transportation. In this as in all other rural-organization work the key-note should be organized self-help. Give the neighborhood easy means of neighborly communication and the neighborly spirit will in turn be developed among all normal and right-minded people.

Social Interests.—The preceding paragraphs relate to the business interests of rural communities, and all rural improvement must be built on a solid business foundation. But it is important to consider also what is to be done with the prosperity of a community when its business interests are well organized. It is a mistake to suppose that the one thing needed to improve country life is to increase the farmers' income. The wealthy farmer is even more inclined to move to town than the unprosper-

ous farmer. He is not likely to remain in the country if the town provides and the country lacks everything he wants and feels that he can afford. Town schools are thought to be better, as a rule, than country schools, and so long as people believe this, whether it is true or not, people who appreciate education and who can afford it will move cityward. Then, better sanitary conditions are usually found in the city. With all the natural advantages the country should be healthier than the city and if it is not so it means that country people are negligent, and that they have not taken hold of the problem with the same vigor as have the city people. The city also affords better opportunities for recreation, although in this respect also the country has the natural advantage. And another reason why country people who can afford it move to the city is the lack of household conveniences that are found in the country. All of these things are possible in the country as well as in the city, but they are far less common, and the chief reason for this is the lack of community action. It is within

the power of any rural community to correct these conditions. It is simply a matter of working together. There are no fundamental reasons why the city should have the advantage over the country in matters of education, sanitation, recreation, beautification and household conveniences and if the community organizes and gives attention to its social problems as well as to its business interests conditions will be rapidly changed. It has been predicted that if organization does not take place in rural communities, and if the city should for a long period of time have the advantage over the country in the particulars named, nothing can keep enlightened people from going to the cities, leaving the country to people who either do not care for these things, or who are so inefficient as farmers that they can never accumulate enough to enable them to move to town. That is, instead of our progressive, enlightened, self-respecting agricultural population, we shall drain off all the better elements, leaving only a "peasant" population, ignorant, stolid, unprogressive, and inefficient. Even the grow-

ing of crops must decline under such a system. For all these reasons, it is quite as important that our local organization shall give attention to the social as to the business interests of rural people.

CHAPTER X

BOYS' AND GIRLS' CLUBS

(Plan in Operation under the Extension Work of the States Relations Service, U. S. Department of Agriculture.)

THE coöperative work that has been done for the boys and girls of the country under the direction of the States Relations Service of the United States Department of Agriculture has had a success that has been almost spectacular. It would probably be difficult to trace the very beginning of the club work among the boys of the South, but as early as 1907 in Holmes County, Mississippi, some coöperative work was done. There have been sporadic and ephemeral organizations of corn clubs in various parts of the United States, but there seems little doubt that the crystalization of the idea as it has since developed on so broad a scale was

due to the wisdom and foresight of Dr. Seaman A. Knapp, who was Special Agent in charge of Farmers' Coöperative Demonstration work for the United States Department of Agriculture. Almost from the beginning of the Farmers' Coöperative Demonstration work boys have been enrolled as demonstrators and have worked their plats under instruction of the demonstrators just as the men have done. Dr. Knapp realized very early in the work that there should be a separate division known as the Boys' Demonstration work, and as early as 1905 some of the boys had their plats and were demonstrating. From the beginning also Dr. Knapp saw the necessity for organizing girls' work and when a Boys' Corn Club was organized in Aiken County, South Carolina, it was decided to undertake a Girls' Tomato Club. The club started with a membership of 46 under direction of Miss Marie S. Cromer. There are now more than 1,000 Home Demonstration Agents in the South, and reports for 1917 from fifteen Southern states give 715 organized counties and an enrollment of 61,589 girls as members

of the Canning Clubs; 11,717 girls as members of the Poultry Clubs, and 82,227 women as members of Home Demonstration Clubs, of which there are 3,812. There are more than 2,995 women enrolled in Poultry work. All these enrolled club members have received regular instructions from Home Demonstration Agents, and in addition to these, large numbers of girls and women have received emergency instructions and taken up certain phases of the regular work—especially production of more food, canning, drying and brining of vegetables and fruits, and the making of bread with wheat flour substitutes. According to agents' reports this vast army of women and girls who have received the emergency instructions amounts to between 2,000,000 and 3,000,000. The value, not only to those directly touched but to the whole country, from such splendid coöperative work can not be estimated, and it is perhaps not going too far to say that no coöperative work now being done in America is so remarkable as this among the girls. One notable feature of the work has been the estab-

lishment of 75 rest rooms, where farm women coming to town can go with their children; and in some places community kitchens have been established in connection with the rest rooms. One hundred and three "Egg Circles" and 39 coöperative breeding associations have been organized. And thus through the teaching of one thing thoroughly to a small group of girls in 1910 the work has grown to embrace practically every phase of home life, and thereby has become one of the greatest educational forces in the South.

For convenience of operation the country is divided into the South and the North and West, but the work is done on practically the same basis in the two sections.

Organizing for Boys' Club Work.—There are now 40 different kinds of clubs among the boys, averaging nine projects to a state, though not more than nine are undertaken in any one state. The most popular clubs are Corn Clubs, Potato Clubs, Garden Clubs, Canning Clubs, Sugar Beet Clubs, Poultry Clubs, Pig Clubs and Baby Beef Clubs. The first were the Corn

Clubs, since corn can be produced profitably in nearly all sections. The objects of these clubs are: (1) to encourage and train boys along the lines of the activities of country life; (2) to put into practice the facts of scientific agriculture obtained from books, bulletins, etc.; (3) to bring the school life of the boy into closer relation with his home life; (4) to assist in the development of the spirit of coöperation in the family and in the community; (5) to dignify and magnify the vocation of the farmer by demonstrating the splendid returns which may be secured from farming when it is properly conducted; (6) to enlarge the vision of the boy and to give him definite purposes at an important period in his life; (7) to furnish to the aggressive progressive rural school teacher an opportunity to vitalize the work of the school by correlating the teaching of agriculture with actual practice.

Corn was selected for the first demonstration not only because it may be profitably cultivated in any part of the country, but because boys have a common knowledge of it from child-

hood and because corn yields more food to the acre in most sections of the United States, when properly handled, than any other grain crop. Cheapness of production is an important item; the growing of more and better corn in the South is necessary for better farm conditions; it forms part of a proper rotation for soil building and will furnish feed for a more extended livestock industry; it is the foundation crop for home use in most of the Southern states; and its more extensive growth will encourage diversification. In western Oklahoma and Texas, where corn is not adapted to the climate, boys have been organized in kafir, milo, maize, and feterita clubs. One acre is the unit for these clubs.

Cotton is a standard crop in the South and in any system of diversified farming must occupy an important place. Therefore cotton clubs have been organized and one acre is the unit of acreage. In 1914 Peanut Clubs were organized in Virginia with great success, and Potato Clubs have organized wherever there has been a demand for them.

In coöperation with the Bureau of Animal Industry there have been organized pig, poultry, and baby beef clubs and in a number of states specialists have been placed to coöperate with the Agricultural agents in the Pig and Poultry Club work.

After enrollment of the club members a meeting or meetings of the boys interested should be held, either at the courthouse or at some central place in the county, for the purpose of instruction and organization. It is estimated that a series of group meetings for each county, held at three different times of the year, will be sufficient to give ample instructions to the boys. Such meetings should be held in ample time to give instructions regarding the preparation of soil, selection of seed, fertilizers to be used, methods of planting, cultivating, harvesting, etc. The best results are generally obtained when the following plans are followed in a county: (1) the local teacher organizes the club; and sends the names and addresses of the boys to the county agent of the Farmers' Coöperative Demonstration Work. If there is

no agent, enrollment should be sent to the county superintendent of education; (2) the county agent, in coöperation with the county superintendent of education, directs the work in the county, holds county meetings, formulates rules, and settles all county contests; he receives the names and addresses of the boys from the local teachers, makes copy of the same for his office, and sends copy of names and addresses, arranged alphabetically, to the county superintendent of education and to the state agent in charge of Boys' Agricultural Clubs. When there is no agent in the county the county superintendent sends the names of the State agent. It is important to classify the club membership with reference to the number of activities engaged in, as for example, Class A, boys engaged in one activity; Class B, those engaging in two lines of work; Class C, those following three lines, and so on.

How Clubs Are Instructed.—The county demonstration agent is the instructor of the county club on the plats of the members. He should assist the boys in every way possible. He

should be assisted by the county superintendent of education in the enrollment of members. The school officials should assist the boys in selecting and measuring their land, help them to understand bulletins, circular letters, etc., and should visit the plats from time to time to encourage them. Parents should assist the boys in every legitimate way and encourage them to follow instructions closely.

Prizes and Premiums.—The United States Department of Agriculture does not furnish any money for prizes and is not offering premiums. It has been found, however, that much interest can be added to the work by securing offers of prizes from public-spirited citizens of the community or state. The chief prize in each state should be a year's expenses in an agricultural high school or college. The following additional prizes are suggested: trips to expositions, state and county fairs; scholarships in short courses in agricultural colleges and schools; different kinds of farm vehicles and instruments; registered pigs; pure-bred chickens; fine colts; registered calves; bicycles; shot-

guns; watches; articles of clothing; books on agriculture and horticulture; and cash prizes of from $2 to $20.

The Government offers every encouragement to these young farmers and circulars of instruction are mailed to all boys enrolled. From time to time circular letters calling special attention to various steps in raising their crops are mailed to the boys. The United States Department of Agriculture and the colleges publish annually a large number of bulletins which contain most valuable information on many subjects of interest to farmers, and these furnish excellent matter for discussion at club meetings or schools. The boys are also furnished with crop-record blanks, detailing a method of keeping account of the expenses of production and specifying steps to be taken in growing their crops.

Rules of Award.—Only a few rules are necessary in awarding the prizes. It is well for the boys to elect their own officers, either in clubs or in county organizations. The following rules should be adopted by the clubs, with such modi-

fications to suit local conditions as may be necessary:

1. Boys entering clubs and entering contests must be between 10 and 18 years of age on January 1 of any given year.

2. No boy should be allowed to contest for a prize unless he becomes a member of the club and agrees to submit his reports.

3. Members of the clubs must agree to study the instructions of the Farmers' Coöperative Demonstration Work.

4. Each boy must plan his own crop and do his own work; if a small boy, from 10 to 14 years, he may hire help for heavy plowing in the preparation of the soil. The hearty coöperation of the father of the boy is of great value.

5. Exhibits of 10 ears of corn, accompanied by a written report and a written account, showing the history of the crop, must be made at a place designated for the purpose in the county. Such exhibits may be held on a given day, either at the county fair, or, if no fair is held in the county, at the courthouse or some other convenient place.

6. The land upon which the boy's crop is made must be carefully measured and the corn weighed in the presence of two disinterested witnesses, who shall attest the boy's certificate. This certificate must show that the plat contains 4,840 square yards. The crop must grow upon the acre.

7. The entire crop of corn from the acre in the husk should be weighed when it is in a dry condition. Then weigh out 100 pounds separately. Husk and shell this 100 pounds and weigh the shelled corn. Multiply the weight of all the corn in the husk by the weight of this shelled corn. Point off the two right-hand figures and divide by 56. The result will be the yield in bushels of shelled corn. In every case where there is a prospective yield of 100 bushels or more, notice should be sent to the State agent in charge of boys' clubs in the State. A moisture-tight container will be sent for a sample of the corn, which will be taken before witnesses, as directed in the circular which will be forwarded to the contestant. This container should be sent by mail, under a frank which will accompany it, to the Office of Grain Standardization, Bureau of Plant Industry, United States Department of Agriculture, Washington,

D. C., where a moisture test will be made. This test is made in order to reduce all high yields to an even standard. The Office of Grain Standardization allows 14 per cent of moisture in No. 1 corn. Under this plan the same laboratory will make the tests for all the boys, and fair treatment is thus guaranteed.

8. The club acre must be all in one body.

9. In awarding prizes the following basis should be used in corn, cotton, and peanut clubs:

	Per cent
(*a*) Greatest yield per acre	30
(*b*) Best exhibit	20
(*c*) Best written account, showing history of the crop and how to select seed	20
(*d*) Best showing of profit on investment based on the commercial price of crop	30

The following basis of award may be used for a limited territory where the contests are on poor land:

	Per cent
(*a*) For percentage of increase	30
(*b*) For profit	30
(*c*) For exhibit	20
(*d*) For history	20

In such cases a disinterested committee, or a demonstration agent, determines what would be the normal yield of the acre when turned over to the boy. In order that boys who have good land may not be debarred from statewide competition an additional 30 points for yield may be added to the above. Within the limited territory the 30 points for percentage of increase would obtain, while in the State the 30 points for yield would be used.

Basis of award in potato clubs:

	Per cent
(*a*) Greatest yield	40
(*b*) Best showing of profit on investment	30
(*c*) Best exhibit	15
(*d*) Best history on how I made my crop of potatoes	15

An exhibit of corn consists of 10 ears; of kafir, milo maize, or feterita, 5 heads; of cotton, 2 pounds of seed cotton and 10 open bolls; of peanuts, 1 peck of cleaned nuts and 10 vines; of potatoes, 1 peck of seed potatoes.

In estimating the profits, uniform prices should be used. For instance, $5 per acre, or $1 for one-eighth of an acre, for land rental;

10 cents per hour for the work of each boy, and 5 cents per hour for each horse; $2 for a two-horse load of stable manure, weighing about a ton; $1 for a one-horse load of manure, weighing about half a ton; and the market price for commercial fertilizer. This plan of cost accounting has the advantage of great simplicity, but other methods may be adopted.

Badges and Emblems.—An emblem or badge has been designed for the boys' agricultural clubs, consisting of a book for the background, with a four-leaf clover and a kernel of corn, or boll of cotton, or potato, on the book. The word "Demonstrator" appears at the top of the book and the words "Boys' Corn, Cotton or Potato Club," at the bottom. Four "H's" appear, one upon each of the leaves of the four-leaf clover. The book is intended to emphasize the necessity of education and definite knowledge of farm and home interests for better country life. The kernel of corn, or boll of cotton or potato, denotes the crop being raised, and the clover leaf combined with it is an emblem of the necessity of scientific training, ro-

tation of crops, soil building, and consequent larger education. The four "H's" signify the training of the head, hands, heart and health, which are essential to a well-rounded life. The word "Demonstrator" means that every club member is a demonstrator of the better methods of modern agriculture. The cost of these badges is very small.

All-Star Corn Club.—The All-Star Corn Club of the United States is made up of boys who raise 100 or more bushels of corn on their acres. They and the prize winners who have come to Washington in the past, alone, are entitled to wear the "all-star" emblem, and the wearers of these emblems receive certificates from the extension divisions of the agricultural colleges. By arrangements between offices concerned the requirements for membership in the All-Star Corn Club are uniform throughout the United States. A special badge has been designed for the members of this club, and special contests are arranged for the members of the All-Star Clubs on a larger acreage.

Fairs and Exhibits.—Where there is a county

fair the boys' exhibits should be made there if possible. Where there is no county fair the exhibits should be collected at the courthouse or some other public place. Exhibits of this sort often lead to the establishment of a county fair, and they stimulate the work and give splendid opportunities for general instruction. Although the club exhibit starts with corn, its development naturally leads to the exhibition of other farm and garden products. The object of the boys' demonstration work is the same as that among men—that is to secure the adoption of better methods of farming and greater yields at less cost. Many of the boys in the clubs who begin to study agriculture in this way will continue the study in the agricultural colleges; others will continue such efforts on their farms, and all of them will make more useful and more efficient citizens. From the pleasant and profitable experience of managing their small plats they will develop into independent, intelligent farmers. The country needs these farmers, and the wise and judicious producer can enjoy health, wealth, and contentment.

BOYS' AND GIRLS' CLUBS

The members of the Boys' Corn Clubs in the Southern states have made demonstrations beneficial to their communities at a time when great damage was being done by the cotton boll-weevil. Their object lessons have been equally potent during the period of depression incident to the war and low-priced cotton. Nearly every community in the South has had its boy champion, whose influence has spread for miles around, and many a manly, ambitious boy has formed new purposes and started out with a broader vision and brighter purpose because of his local success. The object lessons furnished by the State prize winners have attracted the attention not only of the Nation but of the whole world. There are several thousand boys in the southern states who are members of pig clubs, and under the stimulation and encouragement of the work they have started into profitable business enterprises. The work is outlined here because it presents a striking example of the results of coöperation.

CHAPTER XI

MOTHER-DAUGHTER CLUBS, POULTRY CLUBS AND HANDICRAFT CLUBS

(Plan in Operation under States Relation Service U. S. Dept. of Agriculture.)

Mother-Daughter Clubs.—The principal objects of the Mother-Daughter Clubs are (1) to bring about a closer fellowship between mother and daughter in the social and economic activities in the home, and (2) to preserve food by canning, and thus save waste, reduce living expense, and improve the family diet. The beneficial effects of such work are by no means confined to the home, but in many cases are felt in the social life and activities of the community at large.

The plan for the Mother-Daughter Home Canning Club should provide for work covering four years, but the work of each year should

include canning as the primary activity of the club members. During the first year canning should occupy the larger portion of attention and include the attendance at demonstrations of canning, the study of canning literature with home work in canning fruits and vegetables at first, followed later by the canning of soups and meats. The regular club meetings should be held, as well as a club fair and a club achievement day, suggestive programs for which may be obtained from the Department of Agriculture. The work of the second year should continue the work of the first year, with additional attention given to cooking lessons. The work of the third year should continue the work of the preceding years, with additional lessons on canning, cooking and sewing. The work of the four years should be planned to cover four definite home-interest subjects, such as home canning, cooking, sewing, and care and arrangement of the kitchen.

Membership in a Mother-Daughter Home Canning Club should be made by teams, each team consisting of a senior and a junior mem-

ber, the senior members to be women 18 years of age or over and junior members girls from 10 to 18 years of age. It is expected that members will attend the regular meetings of the club, and failure to attend meetings without a reasonable excuse is usually regarded as a sufficient cause for forfeiting membership in the club. As the primary object of the club is the home canning of fruits and vegetables the members are expected to attend canning demonstrations, and to read the canning instructions furnished them by the state leader of club work. In order to secure successful results in canning and also to have a uniform product when it is desired to sell canned goods, members should agree to follow instructions furnished for canning. Since the usual basis of award and programs at club fairs and festivals require that the exhibit be accompanied by a record of the work done and a story of the way in which members did the work, it is very desirable that members keep accurate records throughout the season. Moreover, if members keep a simple system of cost accounting as well as canning records they will

probably have a better appreciation of the business management of the home.

When interest is manifested in the organization of a Mother-Daughter Home Canning Club the State leaders in boys' and girls' club work and extension workers in home economics should be consulted and their coöperation secured. They should be asked to furnish specific outlines for local club work, suggestive programs for club meetings, and follow-up instructions. The constitutions used in different states vary somewhat, but the following form, adapted from one used by Mr. Otis E. Hall, State Club Leader for Kansas, where the work has been extremely successsful, contains the principal features needed by the Mother-Daughter Home Canning Club:

Article I

Name

The name of this organization shall be the ——— Mother-Daughter Home Canning Club, of ——— County, ———.

Article II

Purpose

The purpose of this organization shall be to teach and encourage the home canning of those food products which are generally plentiful in summer but scarce in winter, and to bring about a closer friendship and coöperative spirit in rural and village communities.

Article III

Membership

Sec. 1. Membership in this club shall be made by teams. Each team shall consist of a senior and a junior member. Senior membership shall consist of women over 18 years of age and junior membership shall consist of girls from 10 to 18 years of age.

Sec. 2. After a club is properly organized, additional members shall be admitted only by a two-thirds vote of the club.

Sec. 3. A failure to attend three successive meetings without a reasonable excuse shall be sufficient cause for the forfeiting of membership in the club. Also a failure to comply with

the rules and by-laws of the club after due notice in writing from the secretary shall be cause for the forfeiting of membership.

Article IV

Organization and Officers

(No club shall be organized with less than five teams.)

Sec. 1. The officers shall consist of a president, a vice president, a secretary, and a treasurer. The duties of these officers shall be those that usually devolve upon such officers in other organizations of like character. The president, for example, shall be the executive head of the club and shall appoint all committees and shall be ex officio member of all committees appointed. The committees shall consist of (1) a program committee, (2) a social committee, (3) a new membership committee, (4) a buying and selling committee, and (5) a community welfare committee.

Sec. 2. The election of officers. The officers of this club shall be elected annually, and only active members shall be eligible to hold office, and only those members in good standing shall be eligible to vote for officers or on other busi-

ness propositions. All voting for officers shall be by ballot unless otherwise ordered by the club. Before any candidate can be declared elected she must receive a majority of all votes cast.

SEC. 3. Two of the four officers shall consist of junior members and two of senior members; in so far as possible, one-half of the personnel of all committees shall be of the junior members.

SEC. 4. The right to vote shall be given to all junior as well as senior members.

The membership of committees shall also be divided as equally as possible between the junior and senior members.

ARTICLE V

Meetings

SEC. 1. There shall be, so far as practicable, a regular meeting of the whole club every two weeks or each month, and special meetings shall be held subject to the call of the president. The program of the regular meetings shall proceed as follows: First, regular order of business; second, a subject-matter program or an actual canning demonstration by someone from the

college or by one or more teams from the club, or a practical and helpful discussion on some definite phase of the canning problem; and third, social session or adjournment.

Special meetings shall be subject to the call of the president, and when a two-thirds majority of the membership of the club is present business may be transacted the same as at any regular meeting.

SEC. 2. The order of business shall be as follows:

1. Call to order by the president or vice-president.
2. Reading of minutes of last meeting by the secretary.
3. Reports from standing or special committees.
4. Unfinished business.
5. New business.
6. Social program.

ARTICLE VI

Duties of Club Members

Every member is to carry out the rules of the club, which rules shall be prepared or ap-

proved by the club leader. Each member shall also make a final exhibit for the club if the making of such exhibit is voted for by a majority of the members of the club.

The following basis of award is frequently used as a guide by judges and referees in awarding prizes, honors, and determining credits for club work done:

1.	Quantity or variety of canned products	20%
2.	Quality of canned products	20%
3.	Appearance of canned products	20%
4.	Profit on investment	20%
5.	Records or stories of home canning work	20%
	Total score	100%

Poultry Clubs.—Of especial interest are the Poultry Clubs that are being operated with so much success in all parts of the country. The object of forming boys' and girls' poultry clubs is to give a better knowledge of the value and importance of the poultry industry and the marketing of a first-class, uniform product, to teach better methods of caring for the poultry and eggs and to show the increased revenue to be derived from well-bred poultry where proper methods of management are pursued.

If you are contemplating the organization of a boys' and girls' poultry club in your community, write to the state leader in charge of the club work at the agricultural college, asking for complete directions and coöperation in the work. The state leader, an experienced leader of boys and girls, will be able to assist you in this work. The state college of agriculture will supply the printed follow-up instructions, the standard requirement for poultry club work in the state, enrollment forms, report blanks and possibly record books. Communicate also with the county club leader or county agent as well as county superintendent of schools and make inquiry regarding the organization of clubs in your county. When you have learned the plans of the state and county club leader, the county agents and the county superintendent of schools you will be ready to take up the work.

Get a small group of interested people together and discuss with them the plans for club work. Secure the services of the state or county club leader to explain the value of this work at

a general meeting of citizens, including teachers. The services of the state club leader should be arranged for at least one month in advance of the date of the meeting. At the close of the meeting request the parents and children interested in poultry-club work to assemble for a few moments to discuss plans for organization of a poultry club and securing a local leader for the club group. Get the names and addresses of boys and girls who desire to enter the club. Make a record also of interested adults.

Call a meeting of the boys and girls interested and go over with them in detail the requirements for membership. Give every prospective member an opportunity to talk and tell what he has now or may have available for the home project work. Have each member list things required before he may become a member, and require that these be secured before November first.

About November first call the members together and go over with them the requirements of membership, accepting as members the applicants who have enrolled, signed agreement

cards, and otherwise met the organization requirements. Elect officers and place as much responsibility on them as possible. The prime object of boys' and girls' work is to develop local leadership and responsibility through wise direction and encouragement. Forward a list of officers and members to the state leaders immediately upon organization of the club. State club leaders may furnish a "charter" to each club.

The state leader will send by mail to the club members and local leader the necessary follow-up instructions, printed forms, and report blanks. These blanks will be accompanied by adequate instructions for use. The secretary of the club should be the custodian of permanent records and should inspect all reports made to the state or district leaders. The follow-up instructions will be seasonable, bringing to the club members the information they will need at once. One piece of follow-up literature carefully studied and put into practice is much better than information from several sources that is conflicting and confusing. Do

not confuse children with literature from several subject-matter specialists, instructors, and instructions that do not agree on the details of doing poultry-club work.

The state club leader is in a sense a specialist in extension methods and in the organization of boys and girls into clubs to carry on project work. He has the services of subject-matter specialists who are trained in the poultry work. The poultry specialist whose services are available will meet with your club and go over the poultry project with the members. The specialist devotes all his time to instruction and direction of leaders and members. He should not be called upon to take up problems in organization or to deal with methods of general extension work. The specialist may also help the local club leader to become expert in poultry management.

Requirements for a complete poultry project are as follows: (1) Local club must be organized before November 1. (2) A local leader is required for the group of members. (3) Each member must have at least six hens and

a male bird. (4) Each member must have adequate housing facilities for poultry. (5) Each member must keep an egg record, also all records of cost of feed and receipts from sales. (6) Each member must be personally responsible for the hatching of at least fifty chicks before May 15. (7) Each member must make an exhibit of fowls, eggs, and record book or report. (8) Each member must attend all meetings of the club. (9) Each member must attend all field meetings held by the club. (10) Each member must prepare a written report and story of his work.

The four-leaf clover emblem, described in the previous chapter is the recognized trademark of boys' and girls' club work. It has created a large and growing fraternity of achievement known and recognized throughout the United States. For demonstration work each club member should have a suitable club uniform displaying the club emblem. The States Relation Service of the Department of Agriculture at Washington or the State Agricultural Colleges will be able to supply bulletins and will

suggest programs for meetings. No meeting should be more than one and one-half hours long. If meetings are held in the evenings they should begin early and adjournment should be prompt. Poultry-club members should be given a chance to drill in parliamentary practice and the proper method of conducting a business session in their club meetings. A few moments' time devoted to this at the beginning of each session will be found very beneficial. The third division of the program at the regular club meetings can be devoted entirely to social intercourse if desired, with a view to the development of the social and the coöperative strength of the club membership. In connection with these thirty-minute periods, guessing games, poultry play contests, poultry stories and other forms of entertainment may be provided. This type of program will draw upon the resourcefulness and originality of the local leader as well as members. Consult with the poultry specialist and subject-matter departments of your State College of Agriculture with a view to giving the kind of a program that will be season-

able and furnish to the club membership the kind of instruction they will need in connection with their home project.

Farm and Home Handicraft Clubs.—The purpose of this club project is to encourage boys and girls to spend their spare moments during the fall and winter months, or during the entire school year in doing constructive work and making useful things for the farm and the home. Such handicraft work may be readily co-related with the manual training work of the school and with the agriculture and home economics club work for the summer vacation. It may be so planned as to extend over twelve months, or may be limited to the regular nine months' school year. The following outline is furnished by the Extension Work Department of the Department of Agriculture, as a guide to the state, district and county leaders with a view to helping them to coöperate intelligently in the club work and to encourage and promote it:

1. That the age limits be the same as in other clubs, i. e., from 10 to 18 years, inclusive.

2. That each club member be required to select not fewer than 10 of the industrial units and to work upon each of them during the school or calendar year. If thought desirable by the leader, a club member may specialize in one line of work, with a view to acquiring so much skill that his product will be salable. In such cases he should be required to produce twenty samples of his special kind of work.

3. That all of the work undertaken be exhibited at some place selected by the state or district club leader. The exhibits may be in miniature or by photograph or drawing where the exhibit space will not permit the showing of original pieces.

4. That club members be required to furnish drawings, plans and specifications of all the units selected by them whenever this seems necessary.

5. That all members taking up this work be required to keep records of observations, costs, and receipts, and to furnish reports of the work in the form of financial statements and written stories on the subject "How I Did My Handicraft Club Work."

6. That leaders consider seriously the desirability of marking industrial units A and B—

A for the girls' clubs and B for the boys' clubs. This may be desirable in some places and not in others. Leaders should not incorporate in the club program any of the kinds of work definitely required in other definitely outlined projects and should add to the list any others that are especially adapted to their communities.

Basis of Award.—The following basis of award is suggested:

	Per cent
1. Number and character of enterprises undertaken and completed	25
2. Condition of the finished products exhibited	25
3. Skill, speed and accuracy shown by a demonstration in four units	25
4. Written reports and records of work	25
Total score	100

The handicraft units out of which the ten are to be selected are as follows:

1. Rope tying and splicing (10 knots tied and mounted).
2. Making seed testers (box, blotter and rag-doll testers).
3. Making a hencoop and brooder.
4. Fruit grafting and tree surgery.
5. Making a flytrap or window screen.

6. Making a wood box for kitchen or sitting room.
7. Making a bird house and watering trough.
8. Making a hotbed or cold frame.
9. Making a stepladder or handy ladder for farm and home.
10. Making 1 dozen vegetable market crates.
11. Sharpening saw, pair of scissors, carving knife.
12. Making a medicine cabinet.
13. Making and laying a cement walk or floor.
14. Making a bookcase or library file.
15. First aid to farm implements, i. e., repairing.
    (a) Whippletree.
    (b) Pair of shafts.
    (c) Fork handle.
    (d) Gate.
16. Drawing plan of 80-acre farmstead.
17. Forging—two kinds, practical, related to farm work.
18. Welding—two kinds, practical, related to farm work.
19. Horseshoe making.
20. First aid to household furniture, i. e., repairing.
    (a) Chair.

(b) Table.
(c) Picture frame.
(d) Door lock or hinge.

21. Pressing and cleaning men's and women's suits.
22. Papering a room.
23. Painting, staining, or treating floor.
24. Making a farm dooryard gate.
25. Making a homemade fireless cooker, one of two methods.
26. Making a home canner, one of two methods.
27. Making a kitchen shelf or kitchen work chair.
28. Getting out a set of plans and specifications for model farm home.
29. Giving first aid to school furniture and equipment, such as the repair of a seat, window, fence, broken gate, blackboard, doorstep, or sidewalk.
30. Repairing the cover or broken back of a book.
31. Metal work for household.
32. Modeling in clay and plaster.
33. Leather work; repair of leather goods or art work.
34. Dyeing, stenciling, and block printing cloth.
35. Pottery for use in the home.

36. Basketry, i. e., making baskets for use in gathering and marketing vegetables and fruit.
37. Making a milk stool or bread-cutting board.
38. Homemade mill for fruit juice and cider.
39. Hat and coat rack for hall.
40. Making a table or a workbench.
41. Knitting or crocheting a rug.
42. Drafting a pattern for a garment or cutting and fitting a garment.
43. Mending pottery, china, and glass.

The best time to enroll the club members in this particular project is at the opening of the school year, in the early fall, and members of all other clubs are urged to take up this work for the winter months.

Those interested in taking up this work should secure a set of instructions prepared by Mr. Otis E. Hall, agent in charge of boys' and girls' club work for Kansas, who was assisted by Mr. G. E. Bray, in charge of the manual training shops of the State Agricultural College, at Manhattan, Kansas; and also the handicraft circulars issued by Mr. C. E. Bishop, of the Iowa State College.

CHAPTER XII

COMMUNITY MUSIC

Long before the Community Center idea had crystalized into definite form it began to express itself spontaneously in music. This expression we find in the old-fashioned "sings" in the rural schools; and later in the great festivals and pageants in many of our cities. For a number of years Boston has had a department of music in its city government. In New York City the idea attained the very flower of its development in the Community Chorus under the leadership of Arthur Farwell and Harry H. Barnhart. In Rochester, Chicago, and many other cities public music has been recognized as a vital factor in the development of a wholesome social life. There are those who oppose Community Singing as it affects the individual voices—the undeveloped and the highly trained—but there are doubtless none

who deny the larger good that must come from the harmonies of Community Music. In Central Park, New York City, on one occasion 120,000 people were gathered to sing together. Not a shrub was injured, not an article was reported lost, not a person was ill or injured—policemen had nothing to do. This was a striking example of the unity of effort and singleness of mind. One of the leading arguments in favor of war is that it makes a people one, that it unifies their interests, provides a common purpose, and gives opportunity for self-expression in common with fellow beings with like impulses. All this may be said of Community Music. "The singing army is the fighting army" came to be a slogan early in the war, and in every camp of American soldiers at home and abroad singing is encouraged and professionally directed. Governor Brumbaugh of Pennsylvania issued a proclamation urging the organization of marching singing clubs to arouse the nation to a higher, truer patriotism. "Moving masses of singing souls," he says, "will effectively summon all to loyalty and to

sacrifice." Governor Brumbaugh's proclamation follows:

> *Whereas,* When a people is at war it is vital that they be united in spirit. There can be no severance of purpose. We must be spiritually in unison or we cannot nationally survive. There is no more potent power to mold the national will than song. Music is the language of the race universal. It has a meaning that finds interpretation and acceptance in all people. Music is supremely significant in unifying and arousing the American spirit. The rendering of music to our people is not enough. They must make music and become themselves the voice of America, calling to the world for justice, righteousness and victory. This soul-call will best universalize itself if our people sing and march. The moving masses of singing souls will effectively summon all to loyalty and to sacrifice; and,
>
> *Whereas,* Mr. John C. Freund and many others in this war crisis sense keenly this opportunity and have called upon our people to give effective and practical expression to the spirit of America in song and procession;

> *Now, therefore,* I, Martin Grove Brumbaugh, Governor of the Commonwealth of Pennsylvania, do call upon and earnestly urge all of our people in all communities in this Commonwealth to organize marching clubs or singers. With flag and band to lead, let our children and our men and women march the streets of our cities and the paths of our people with songs of the republic and with stately hymns of religious fervor.
>
> Let all lovers of music meet and plan to do this high service. Let all our people heartily coöperate. Let our municipal officials publicly commend the movement. Let our newspapers urge its importance, and let Pennsylvania be first and best in giving, by marching bands of singers, lofty expression of loyalty to God and to country.

A "Musical Melting Pot."—Music in the public schools has developed to a remarkable extent within the past decade. Out of 1,928 cities with a population of 3,000 or over (statistics of 1917), 1,332 employed a supervisor of music; in 1,306 cities between 1,000 and 3,000 in population, 789 employed a supervisor of music. In

the mazes of New York City's famous Greenwich Village there is a "musical melting pot" where children of the old world are being Americanized through the subtle agents of music study, united understanding, and self-expression. American music and American musicians have no stauncher friend than Mr. John C. Freund to whom is due much of the rapidity with which the Community Music Idea has developed. In *Musical America,* of which Mr. Freund is editor, there is this mention of Community Music in Greenwich Village:

"In the crooked streets outside Washington Square live a great number of foreigners—Italians, Jews, French—the very material of which our standing rows are composed. To most of these foreigners Greenwich Village Settlement House is a haven of comfort, and Mrs. Simkhovich, who directs it, generally grants all the reasonable desires of the neighborhood.

"Some seasons ago one little girl, followed by nineteen others, stirred with ambition, came to Mrs. Simkhovich and asked to be given piano lessons. Being a veritable fairy godmother, Mrs. Simkhovich transformed two tiny rooms in

Greenwich House into music rooms, and thereafter the twenty enthusiasts received music lessons there. Soon, however, numberless other children followed these first, and then it was necessary to devote an entire house to the music work of the school. It is this school which is to preserve in the foreign children their musical heritage, and yet make them truly American in feeling.

"Any afternoon after 3 o'clock a visitor to Greenwich Music School may hear a veritable symphony of sound. From one room can be heard the strains of little Angela taking her piano lesson, in another room little Jacob is trying to tune his violin, and should you peek into a third room you would see a dozen earnest children learning a children's symphony.

"The Greenwich School also trains its more advanced students to teach. Their oldest scholars give lessons to some of the younger pupils. These pupil-teachers are never given exclusive charge of their pupils, as they only teach alternately with the members of the faculty. This alternate teaching, however, permits them to get actual practice in teaching and enables them to earn some money at the school.

"Nor is the school quiet in the evenings.

Again it is filled with the sound of music, only now it is the older people, the parents of the children, who are the performers. With characteristic eagerness and with their tremendous love for music, these people, peddlers, tailors, flower makers, come and learn to sing the songs they have always known by ear. Among them are Italians, Jews, Americans, Lithuanians, Poles and Germans. Such a conglomeration! But this is where the Americanization comes in. In their choral work, these people learn to sing their favorite melodies. They sing, too, their folk-songs in English, and nothing could be more conducive to giving intimacy to the work than the singing of native songs. The distinct lines of demarcation made in everyday life by language and racial differences are entirely eradicated here. And this means Americanization, for it tends towards the obliteration of prejudices and towards mutual understanding. Among such foreigners, where the spiritual life is so greatly represented by music, such a school as the Greenwich School must necessarily be a great force for good.

"The school has also set out to satisfy another want—to permit the entire neighborhood the luxury which they so much desire of hear-

ing good music. At first it was the custom to bring well-known artists to the school on Sunday nights, and to hear these the entire neighborhood was invited. But later a series of concerts of the highest worth was planned. As a general rule, the majority of people in this section would be unable to attend the uptown concert."

Methods of Organizing.—No lengthy argument is needed here to emphasize the value of Community Music. What is more important is something of the method of organizing and directing the work. New York is not typical, for its problems are particularly individual, but the difficulties encountered in establishing such a movement in so great and so complex a city make of success a real achievement, and entitle the city to be called the Capitol of the Community Chorus World. Efficient, consecrated, far-visioned leaders are essential to success in any great movement, but mere human efficiency, mere consecration to a single purpose, mere vision of future physical possibilities are not enough to build upon unless the foundation

rests secure in a wholly spiritual conception of the plan. New York was fortunate in its Community Music leaders. Mr. John C. Freund, editor and publicist, for half a century the apostle and the earnest supporter of all that is best to the world and music, has stood squarely behind the Community Music movement, both personally and through his magazine. Mr. Harry Barnhart, the leading conductor of Community Chorus in the East if not in America; Mr. Arthur Farwell, composer and litterateur, President of the New York Community Chorus until the summer of 1917; Mr. W. Kirkpatrick Brice, Treasurer and main financial supporter of the work since its beginning; and Mr. Claude Bragdon, the "lighting master" who gave the best of his creative genius—each has been a potent factor in the New York success. But while the public was being fired with the genius of these men, seeing them and hearing them and reading about them, Barnett Braslow, as Executive Secretary, made the wheels go round—those invisible wheels that must turn and turn, and keep on turning, if results are to

be obtained—big wheels and little wheels, wheels that nobody sees or knows or cares about. It is doubtful if any of the men whose genius has directed the Community Chorus in New York City know more about the practical working of the plan, the dangers and difficulties to overcome, the pitfalls to be avoided, than Barnett Braslow. "A Community Chorus," says Mr. Braslow, "in the sense in which it is used in the East, particularly in New York City, Buffalo, Rochester, Syracuse, East Orange, New Jersey; Providence, Rhode Island; Pittsfield, Massachusetts; Batavia, New York, etc., is a chorus open to all who desire to sing for the pure joy of singing, regardless of previous musical training. No voice test is required, no dues are exacted from members, each singer contributing voluntarily in proportion to what the inspiration from the conductor and the feeling of association in a good cause is worth to him or to her as an individual."

Essentials of Leadership.—Of the qualities essential for leadership Mr. Braslow says: "The qualities that make for leadership are

born of infinite experience, the most pointed adjectives can scarcely describe them. How do we know the leader? Not by what he said, but how he said it; not by what he did, but how he acted. He touches the common mind and it flashes a new glory. His manner reveals a definite line of cleavage between current doubts, vague apprehensions and positive faith and assurance. He soothes to a wiser conviction. Fear has no place in his calculation. There is no 'tomorrow' in his vision. His message is for all time. The universal energy speaks through him. Everything conspires to bring him success. He understands his brother man. He stirs the latent forces that hunger for self-expression. He laughs at obstacles. He creates new conditions. Nature aids and abets his program. God is his ally. A conductor of a chorus must possess leadership qualities, at least in part, before he can make good. He must recognize success and nothing but success. He must never be discouraged. The moment he loses confidence in himself, blames conditions, shifts responsibilities, relies on mere

magnetism, or physical personality to carry him forward, he is lost. Consciously or unconsciously he must reflect a spiritual ideal far above and beyond passing conditions. He must be a practical idealist. Expertness in musical technique alone does not suffice. A few conductors in the Community Chorus movement have this rare promise as leaders. The country needs them, the world needs them—may their light ever shine with increasing brightness. Harry Barnhart made plain the basic principle upon which his choruses were to operate, and in his grasp of mass psychology, his understanding of the crowd, he has shown extraordinary power and vitality. Fifteen years ago he told Arthur Farwell that somehow, sometime, we would break away from the class consciousness which obtained with respect to music, and he pointed out that the Protestant Reformation began when Luther introduced his new hymns to the people. Mr. Barnhart is today the leading conductor of the Community Chorus. Because of certain dynamic qualities in his character he attracted to the movement

several people of widely different temperaments, experience and ability, which temperament, experience and ability were precisely the qualities needed in addition to his own to produce the work which made the Community Chorus famous."

Financing the Work.—The financial question is a vital one in organizing for Community Music and one that few have solved satisfactorily. Mr. John C. Freund carefully analyzed the whole situation dealing with this question in an article in *Musical America,* in August, 1917. He said:

"The whole idea of the chorus is that it is an absolutely democratic organization, and as such it should not depend upon the good will or the patronage or the public spirit of anyone, or even of a half dozen persons. Here arises naturally the question of method. It surely should be apparent, considering the splendid work the chorus has done, and the interest that it has aroused, that there must be in a large city like New York, more than enough people who gladly contribute to maintain it, and so to place it not only upon a solid financial foundation,

but to make it as democratic in the manner in which it is supported as it is democratic in its fundamental idea. For ages music, even more than painting or literature, has been the protected child of public spirited or socially ambitious people, who have included emperors, kings, princes, and multimillionaires. Today the time has come to take music out of the hands of the few from under this protection, democratize it and give it into the hands of the people. But at the same time in doing so it is the people who must rise up and contribute to its support.

"It is our conviction that the utmost publicity should be given to the financial side of the problems, and the burden be shared, as it can easily be, by a large number of people. This could be done without in any way infringing upon the original idea, which was to bring together people of all classes, the poor as well as the rich. We also believe it can be done in a manner which will not deter people from coming to rehearsals, or from taking part in the concerts even if they are not able to contribute the most modest sum. Appeals should be put out, and with adequate publicity we are convinced that the result will be sufficient to meet

all expenses and will make the organization rest on contributions of all those who are interested in such work, rather than have it dependent upon the public spirit and generosity of one or two or three individuals. In a word, if the Community Chorus is to mean anything, if it is to maintain the idea, and, indeed, the ideal which started it, its support is a matter of public concern and not of private enterprise, however well meaning and altruistic."

Eight hundred singers participated in the great "Song and Light Festival" in 1916. One thousand sang the "Messiah," and eighteen hundred the "Creation." Seven hundred adults and five hundred children sang Gaul's "Holy City" at the "Song and Light Festival" in 1917.

The Spiritual Conception.—As has been frequently stated in these pages, the most efficient, the most highly organized human machine can not hope to be a vital factor, a living force in our national life unless the very machine itself has been conceived in a soul-conscious brain and unless it is directed and driven to do its mechanical work by a great funda-

mental power that is truly and wholly spiritual. No man or woman in America has realized this more completely than has Kitty Cheatham, whose exquisite art has touched the heart of the whole world with its message of purity and love. From the beginning of the Community Music movement Miss Cheatham has been its enthusiastic supporter, its staunch friend, and always and everywhere she has stood for a deeper conception, a truer realization of its spiritual import.

"We have not sung nationally [says Miss Cheatham] because the fundamental principle of harmony upon which this nation is founded —a true democracy—has not been expressed in the songs that are supposed to represent us nationally. This divine democracy must reveal to every man his immortal birthright of harmony—'life, liberty, and the pursuit of happiness'. The *spiritually* awakened American has, therefore, conscientiously resisted singing the songs which express the discordant mental qualities that have produced the world war, and which are the antithesis of those which gave birth to our nation. Often they have hidden

themselves under the guise of cheap sentimentality.

"What do the words of Stephen Foster's songs—and those of his contemporaries—convey? Death, sorrow, an appeal to the sensuous emotions, misery,—all that is holding the world in bondage today.

"The people are weary of these sentiments and are longing to find and hold their legitimate heritage of freedom, joy, happiness—which belong to every child of God—and they will finally ring it out through song. They do not find this immortal inheritance in singing of the dying of 'Old Black Joe' or the burying of 'Massa's in the Cold, Cold Ground,' or the painful parting from 'Darling Nellie Gray,' or the contemplation of 'growing old,' or 'Silver Threads Among the Gold.' We can not inspire reverence in our large foreign-born population, or in our children, by teaching them to celebrate national patriotism, at this vital moment in the world's history, by singing such words as:

"'Dar's buckwheat cakes an' Ingen batter
Makes you fat, or a little fatter,'

and some of the other verses of 'Dixie.'

"A careful investigation of the words of our national songs will surprise and, let us hope, *arouse* those who have not given this subject thought. 'The Star-Spangled Banner' does not represent us either in words or in music. England's Premier, David Lloyd George, said recently, that Great Britain's greatest enemy, the national evil of drink, was within Great Britain. Then is it not entirely illogical and dangerous (to those who know the law of cause and effect), to attempt to unify the Anglo-Saxon nations—a God-made unity which must be cemented before this war can cease—by using as our national anthem, the music of an English drinking song, sung to words that were inspired by our bitter conflict with our brother, Great Britain? The 'bombs bursting in air,' 'rockets' red glare' and 'foul pollution' of a dead past, must cease, at this glorious hour of revelation of the 'new created world,' which America represents in her *spiritual* conception, birth and development.

"As a nation we must rise to our God-appointed mission of spiritual leadership and to a true community spirit, that will express itself in a burst of harmony that will flood the universe with light and song.

"We gave birth to the 'Light that lighteth all the earth,'—democracy. 'Let light reveal eternal harmony', should be our keynote and the fountain source of our music.

"We are a childlike nation, whose constitutional greatness is founded upon its directness of purpose and utterance, and our future music will emanate from the consciousness which has been purified by suffering, caused by the world war, and which will express itself in purity of conception—in simplicity, sincerity, beauty and the rhythm of Spirit. There will be no lack of response from the people, when those who have the privilege of teaching them, rise to their great opportunities.

"During one of my recitals at Carnegie Hall I sang a little 'Lullaby' by Augusta E. Stetson, and, spontaneously, asked the audience of over three thousand people, if they would join me in singing it. I then repeated the words of the last verse twice, and the response from that vast assemblage I can never forget. Four times we sang in unity, and each time the tone was purer and fuller than before. The true community spirit of love was voiced, and the result seemed to be the unified outpouring of melody from every member of that audience. Such

experiences, repeated constantly, would quickly usher in 'Peace on earth, good will towards men,' for which all the world is struggling. The true *allied forces* of justice, mercy, truth, tenderness, love,—these qualities that express true harmony, would hush the discordant tones of rivalry, hatred, despotism, that are manifesting themselves in this world war.

"Most of our national songs emphasize disruption, schism, or, as in the case of 'Yankee Doodle,'—inanity,—which Webster defines as 'lack of sense'; which should be destroyed, not perpetuated. Such songs do not dignify a nation, and the future generation will not be equipped for intelligent progress by their use."

CHAPTER XIII

COMMUNITY DRAMA

One of the earliest forms of expression of that true neighborliness which will make of the world a real democracy was the Community Drama. We find it in the dramatic religion of the early Greeks, with the dances, the chants, the choral songs, and we find it today in the great historical pageants of our cities and our villages, and in our training camps in America and in Europe. At the close of the great production of "Caliban" in New York City a girl who worked in a shop and who was in the Community Chorus, concealed above the stage out of sight of the audience, made bold to speak out of a full heart to the director. "Why has it got to end?" she said. "You have enjoyed seeing it then?" the director asked. "Oh, I didn't mean that," she returned, "I mean just being in it—singing with the others. I have

never seen it. You see I sing alto, and there weren't enough altos to be spared to get off and look on. But I'll never get over the joy of being in it as long as I live. Somehow things seem different now. It was all so wonderful."

Mr. Percy Mackaye, author of the Community Dramas "The Evergreen Tree," "Caliban," "The New Citizenship," "St. Louis," "Sanctuary," etc., made an address at a meeting of the American Civic Association, in Washington, December 13, 1916, in which he stated the whole purpose underlying the Community Drama, delightfully and exquisitely. The substance of this address has since been published under the title "The Community Drama," which may be had through the American Civic Association, Washington, D. C. Everyone interested in the subject should read this book.

"My ideal of Community Drama is this," says Mr. Mackaye, "by means of large and nobly sensuous symbolism, to harmonize the complex art inheritances of drama with the simplicity of Christ's social message, for the

inspiration and expression of growing democracy. In brief, splendidly and efficiently to be neighbors." Mr. Mackaye says the name *pageantry* is misleading; "for pageantry, in its right meaning, is but one phase, and not at all the most important phase, of the coöperative art of the theater; and that is why I greatly prefer the name Community Drama to designate both the movement and the method which are involved in this new American relation of art to democracy. . . . *Neighborliness:* I want to come back to that word and thought, and repeat it with the word *drama.* Neighborliness and Drama, the two are so seldom encountered in Forty-second Street!"

Community Drama in America, however, is best known under the term, Pageantry. Much has been written within the past few years concerning Pageantry, and the records of the great Community Dramas of Boston, St. Louis, New York, and many other cities, are easily available. The village presents a strikingly beautiful and appropriate setting for the historical pageant, and the value to the young of a com-

prehensive view of the history of their town cannot be overestimated. This is especially true if the section in which the town is located has been conspicuous in history.

A Village Pageant.—Such a town is Thetford, Vermont. A sort of paralysis had followed the introduction of machinery and the inroads of modern methods of a reconstructed life had left the town lifeless and dull. Young men flocked to the cities, industry languished, agriculture was neglected. From such a depression Thetford was striving to rise and her spirit was expressed symbolically in a Community Drama or historical pageant by the figure of Pageantry, which, supported by strong, inspiring America, encourages the fainting spirit of Thetford, until she stoops and draws from the earth itself a conquering sword. This pageant did wonderful things for Thetford, and what Thetford did any small town can do. The process is simple, and the actual time taken in preparation and rehearsals is not long.

Katherine Lord, herself a writer and director of pageants and Community Dramas, and au-

thor and director of the series of charming children's plays presented with signal success during successive seasons in New York City, gives the following practical suggestions for the benefit of those undertaking such work:

"The organization, promotion and carrying through the pageant has a certain similarity whether the pageant be large or small, and the suggestions here given are based on the plans of organization actually used and thoroughly tested in pageants given by communities of every size, under various conditions, and in many parts of the country.

"*Arousing Interest.*—Begin by calling a mass meeting in the town hall, church, school, or any convenient place to set forth the idea and purpose of the pageant. Have the mayor or other representative of the city government to preside and thus give to the plans the sanction of the municipality. Ask one or more of the local clergy, the high school principal, some of the leading business men and if possible an artist, a writer and a musician to assist in explaining the plan. You will be fortunate if

you can get a man or woman to speak who comes from some town where a pageant has been given. Pictures of pageants given in other places thrown on the screen will be found inspiring. Do not discourage your people by presenting pageant plans for cities larger than your own. The more informal the meeting can be made the better and everyone should be asked for suggestions and opinions. The more fully the pageant is the creation of the community the more successful it will be. It is well however to have in advance a general outline of the plan and the chairman should have a concise list of points upon which suggestions are needed.

"*The Pageant of To-day.*—The pageant as it is known today is only about a decade old. The pageant has been variously defined, but the definition given by a noted authority is 'The pageant is a drama in which a community is the hero and groups, rather than individuals, are actors.' We in America have molded the pageant to our peculiar needs by adding two elements—symbolism and prophecy. We in-

vented the Pageant of the Idea, which has been largely used for propaganda, as the pageant of suffrage; we have often in our pageants gone forward quite definitely into the future as in Boston's pageant of the Perfect City. There is a strong feeling that the word pageant should only be used for Community Dramas of great dignity and importance, and not for the less formal celebrations which are really festivals, nor for the more fantastic form properly called The Masque. Yet in actual practice it is often so used and for convenience we will only use the word pageant, though much that follows is equally true of the festival and The Masque.

"*Structure of the Pageant.*—The pageant is divided into episodes, which are scenes having a relation to each other in being all on a certain general subject, though they need not have the continuity or relation of cause and effect that must mark the acts of a play. Between the episodes may be put interludes which may be of an entirely different character. For instance the interludes may carry symbolical

ideas or present fairy scenes, while the episodes deal with facts in history. The interludes are often entirely in form of dance, or dance and pantomime, or they may be entirely musical. Again the interludes may represent scenes illustrating present conditions, while the episodes may depict the past. In the great Yale pageant two thousand school children dressed in blue and green and swaying in unison, typified the great ocean across which voyaged Art, Literature, Science, etc., from the old world to the new. Often the pageant has a prologue and an epilogue, and these may be quite different in character from the main body of the pageant or from the interludes.

"*Choosing the Subject.*—The subject of your pageant will almost choose itself. You may want to re-create the history of your town in which you will either construct the pageant yourself or employ an expert. Perhaps a combination of these two methods is the ideal. An industry that is the life of the town, an art, the seasons, all have furnished subjects for pageants.

"*Building the Pageant Book.*—At first the idea of writing a pageant book may seem appalling. But no village is so small but what it has a few persons who possess the gift of literary construction. The minister, the high school principal, the editor—all have that familiarity with the pen that will make it easy to set down the general outline of your pageant in good form. The fewer spoken words the better. The bulk of the pageant should be presented by processional, pantomime, dance, the massing or movement of groups, and the small scenes in which spoken words become necessary should be concentrated as close to the audience as possible.

"*Finding Material.*—There is probably no smallest village that has not several incidents connected with its founding or early history that make good pageant material, and in every community there are men and women who can recount the stories. Any town which has large numbers of foreigners among its population should not fail to have one scene depicting their life in the 'old country,' and if possible these

scenes should be enacted by the newly-made Americans. Thrilling incidents of the Revolution and Civil War are numerous and interest is added by having such scenes enacted by the descendants of those who took the original parts.

"*The Working Organization.*—Now that the subject is chosen and the pageant book or libretto is under way your attention must be turned to the organization of the pageant. Having had your mass meeting, interested the community, and appointed an organization committee of from twelve to twenty members you are ready to begin actual work. The following committees will be needed: finance, cast, costume, site, music, ushering, attendance, allied entertainment, program and printing; and the chairmen of these committees form an Executive Committee with a pageant master or director at the head. The committees should be small, consisting of three or five members. The function of each should be distinct and each person should be directly responsible for some part of the work.

"*Expert Direction Necessary.*—The casting of parts, rehearsals, and stage management of the pageant must be under the absolute control of a Pageant Master or Director, aided by a Music Director and a Dance Director, and by the various committees. The committee on cast will round up and present the participants to the supreme head; the costume committee will design and in some cases make costumes; the program committee will attend to the printing of the program and the securing of advertisements that should cover its cost; the attendance committee will see to it that participants are notified of all rehearsals, pass upon excuses for non-attendance, and fill places when necessary; the ushering committee will have charge of all seating arrangements and the entertainment committee will arrange all related festivities, such as receptions or social gatherings which often accompany a pageant. It cannot be too strongly emphasized that the Pageant Master must be the supreme head and last court of appeal. While he should make each one of his assistants responsible for certain work all mat-

ters should be referred to him for final decision.

"*Financing the Pageant.*—The expenses of the pageant will vary according to its size and scope, but in any case they should be covered by receipts. If circumstances make it desirable to have no charge for admission expenses must be covered by subscription or specific gift but generally the pageant will be considered more worth while if a nominal admission fee is charged. Even though all the direction be voluntary and the actors furnish their own costumes there will be inevitable items of expense. An estimate of such expense should be made in the beginning and the project underwritten to provide for a deficit.

"*Costuming the Pageant.*—Decide whether the scale of costuming is to be simple or elaborate. All costumes must be designed or the designs passed upon by the Costumes Committee. When possible actors should make their own costumes as this adds to the community spirit. In many cases it has been found advantageous both in the interest of economy and harmony